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EXECUTIVE SUMMARY

Since the assumption of the new term of office of its political office bearers, the Sarah Baartman District Municipality, informed by the provisions in the Municipal Systems Act No. 32 of 2000, embarked on the process of developing a new five year strategic plan, the Integrated Development Plan (2012-2017). A process plan was developed and approved by the Council, where after the Steering Committee and Management gathered and sifted information using the existing Integrated Development Plan's data base as the baseline. The expectation as proclaimed in the Municipal Systems Act is that the draft IDP should be tabled to Council on or before the 31 March 2016. This will be done in tandem with the Municipality's draft budget presentation to council.

This Integrated Development Plan primarily reflects the situational analysis of Sarah Baartman District Municipality from the perspective both of the socio-economic conditions of the population as well as the institutional arrangements, infrastructure and organizational challenges of the Municipality. Sarah Baartman District is the largest District in the Eastern Cape Province in terms of its land mass, which demands long distance travelling and a multiple network of roads. However, the population of this District is low when compared to some districts within the Eastern Cape Province. This affects the Municipality's fiscal share of the country's equitable allocation which leads to challenges in the delivery of services. The analysis findings indicate that unemployment is very high, with about 57% of the population living below an acceptable income threshold. The crime rates are also high due to unemployment.

Notwithstanding this backdrop, the District has economic potential to create employment and livelihoods. The District has strong tourism attractions and economic development opportunities, such as game reserves and agriculture. The investment in alternative energy such as wind turbines, nuclear power plant, and hydro-electrical power plant are potential projects which will stimulate spin-offs for economic growth. The Municipality has identified the establishment of a development agency as a strategy in enhancing economic growth in Sarah Baartman District.

The District has achieved a considerable growth in infrastructure investments, with about 90% of the population having access to clean water. The challenge though is the ability of local municipalities who are Water Service Authorities to deal with bucket eradication and provide efficient and effective operation and maintenance of services to its communities without posing a health risk. The operation and maintenance of water and sanitation services and roads infrastructure is a major challenge in the District, as most local municipalities do not provide sufficient budgets for this purpose. In terms of the Analysis report from the National Department of Co-operative Governance most of the local municipalities are financially distressed. The capacity of Municipalities to exercise the WSA authority is a major question under consideration, and the outcome of the research may influence the review of powers and functions of all Municipalities in the Sarah Baartman District. There are consistent observations from a number of sources such as the blue and the green drop results from the Department of Water Affairs, SBDM's water quality monitoring tools, and Rapid Response Unit interventions to six municipalities which indicate that all is not well in most local municipalities who are WSAs/WSPs. The SBDM aims at facilitating the process whereby this function will be located to its ideal position. This objective will not be achieved unilaterally; it involves collaboration and engagement with Local Municipalities and other stakeholders in order to find a suitable strategic direction which will final be approved by the National Department of Co-operative Governance in consultation with the departments of Water Affairs and Human Settlements.

This District has identified Capacity Building to Local Municipalities as its key area of focus since the outcome of section 78 assessments in 2002. This remains the approach in its aim to enhance service delivery. The Municipality is regarded as a medium capacity municipality in terms of National Department of Co-operative Governance model of Capacity Analysis. The Sarah Baartman District Municipality prides itself in having achieved an unqualified audit opinion for five consecutive years and continues to increase efforts to improve its management capabilities. There is no major shift in its organisational structure, as this is perceived as adequate until new developments warrant a review.

The SBDM adopted a model of delegating the functions of Fire and Disaster Management services to all 9 local Municipalities. A service level agreement has been entered into between the District and each Local Municipality which seeks to strengthen the relationship and commit to fund and monitor performance of Local Municipalities in rendering this function. The District Municipality takes responsibility for providing funding for both operational and capital expenses towards Fire and Disaster Management services. The District Municipality has, however, identified a need for Institutional Development as another development priority in addition to its existing four development priorities. The aim of this development priority is to strengthen its internal capacity in order to provide a significant force for capacity building in Local Municipalities.

The Municipality does not have a revenue base and as such is dependent on grant funding and equitable share. This is a result of the District not providing services that will generate revenue and attract a funding allocation from Municipal Infrastructure Grant. The SBDM's revenue base is sustained by the District Municipality's ability to manage its finance through accumulation of interest on its reserves. The District aims to strengthen its visibility and access to the communities it serves through relocating its Municipal Offices to Kirkwood in Sundays River Valley Local Municipality.

The District identifies itself as the centre of co-ordination on behalf of its 9 local Municipalities. This therefore suggests that all sector departments, stakeholders and business investment opportunities will be co-ordinated through Sarah Baartman District Municipality on behalf of all local Municipalities. Consequently, the Integrated Development Plan includes services to be rendered by all sector departments to the communities of Sarah Baartman. Sector alignment is an integral part of the IDP process.

OVERVIEW OF THE MUNICIPALITY

The Sarah Baartman District Municipality (SBDM), is the largest (58 243 km^2) of the six (6) District Municipalities in the Eastern Cape Province. The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and two other District Municipalities in the Eastern Cape, namely Chris Hani District Municipality and Amathole District Municipality.

The District consists of nine (9) local municipalities (after the amalgamation there will be seven (7))and three other portions that are National Parks, namely the Addo Elephant National Park, the Tsitsikamma National Park and Camdeboo National Park. These parks are managed by the South African National Parks Board[1].
The district has the largest number of Category "B" municipalities in the country.
The District wholly borders the Nelson Mandela Metropolitan Municipality (NMMM), and consequently, land access to the NMMM is via the SBDM. Below is the list of the nine local municipalities in SBDM and their respective towns are:

	MUNICIPALITY	MAJOR SETTLEMENTS / TOWNS
EC101	Camdeboo	Graaff-Reinet, Aberdeen, Nieu-Bethesda
EC103	Ikwezi	Jansenville, Klipplaat, Waterford, Wolwefontein
EC107	Baviaans	Willowmore, Steytlerville, Rietbron, Vondeling
EC102	Blue Crane Route	Somerset-East, Cookhouse, Pearston
EC104	Makana	Grahamstown, Alicedale, Riebeeck-East
EC105	Ndlambe	Port Alfred, Kenton-on-Sea, Bushmans River Mouth, Alexandria
EC106	Sundays River Valley	Kirkwood, Addo, Paterson, Glenconner
EC108	Kouga	Jeffreys Bay, Humansdorp, Hankey, Patensie, St Francis Bay
EC109	Kou-Kamma	Joubertina, Kareedouw, Louterwater

Table 1: Local Municipalities, Major Settlements / Towns

The three (3) highlighted municipalities will be amalgamated into one. In MDB Circular 2/2015 (dated 04/02/2015), it was confirmed that Camdeboo EC101, Ikwezi EC103 and Baviaans EC107 were being proposed for amalgamation "with the view to optimizing the financial viability of the new Municipality". The District was given the role of leading the amalgamation processes, and is working with the three affected municipalities to ensure that they are successfully amalgamated.

[1]The National Parks in the District do not form part of the 2010 demarcation exercise. All national parks are excluded from disestablishment.

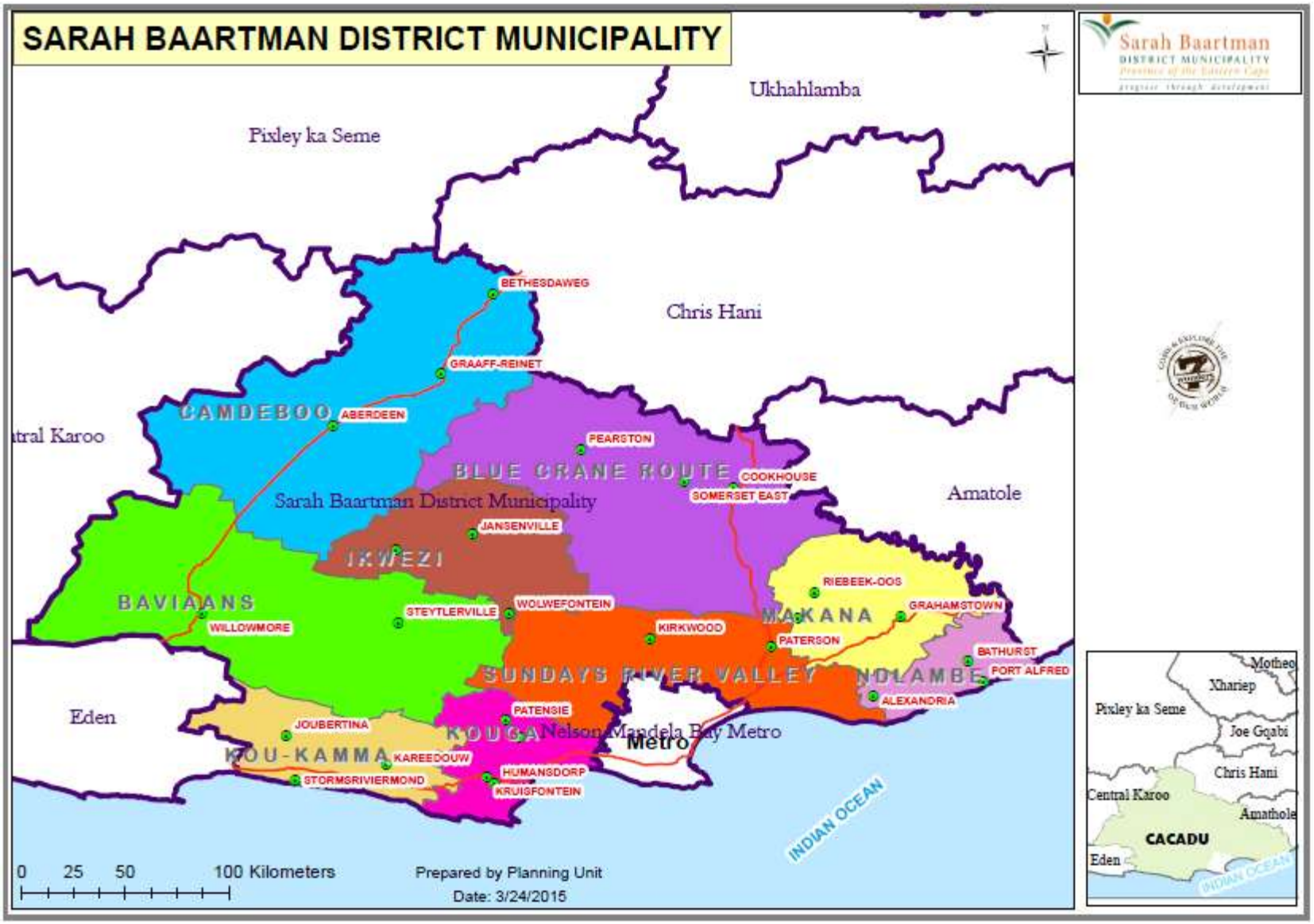
Sarah Baartman District Offices

The Sarah Baartman District Municipality offices are located within the Nelson Mandela Bay Metro area, with disaster centres located throughout the district. There are plans to relocate to Kirkwood in the Sundays River Valley municipality area.

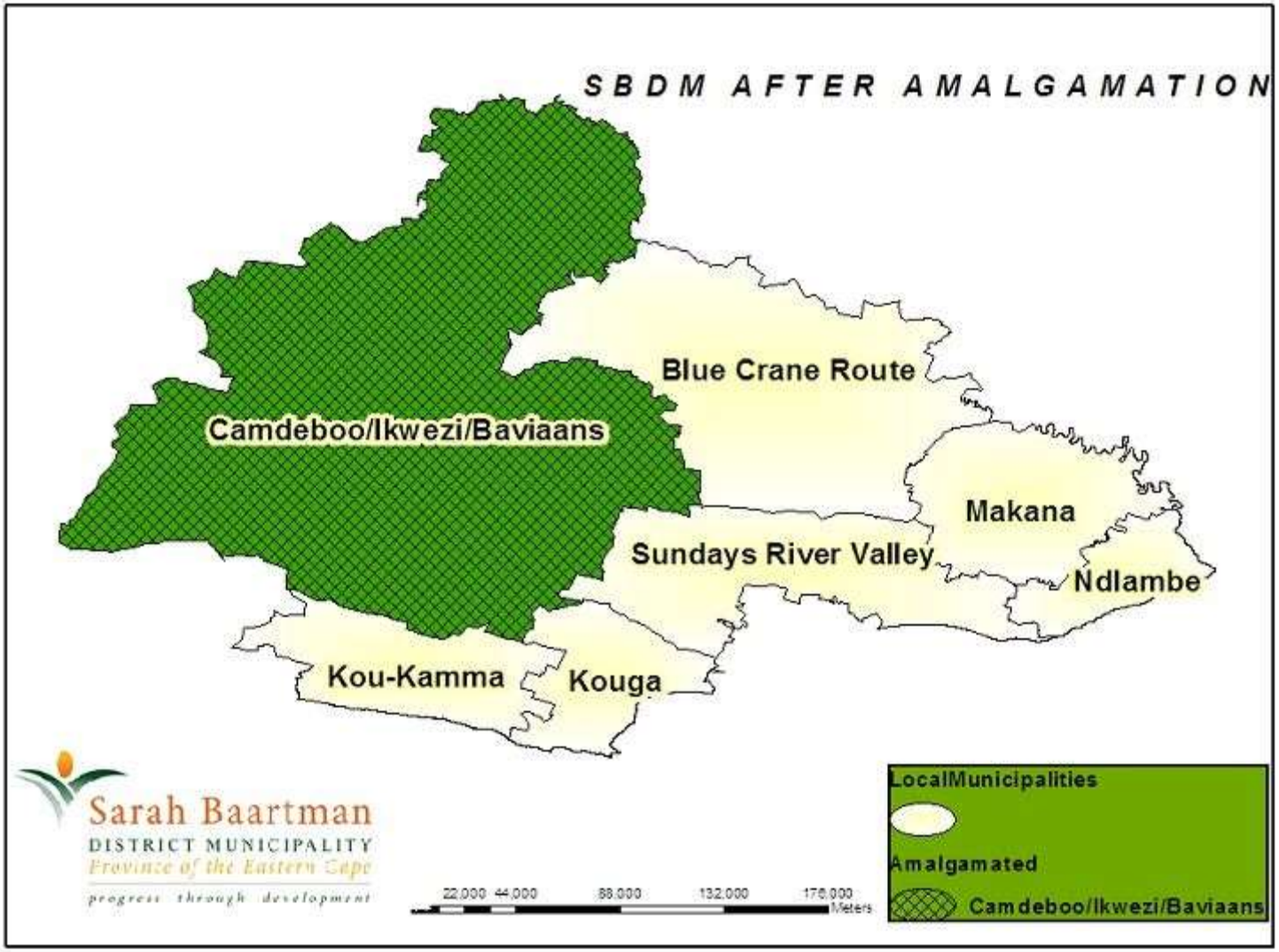
32 Govan Mbeki Avenue
Port Elizabeth
6000
Tell: 041 508 7111
Website: www.Sarah Baartman.co.za

Sarah Baartman Disaster satellite offices are located throughout the district:

Serviced Municipalities	Location of the Satellite Offices, Address & Contact detail
Sundays River Valley And Blue Crane Route	Fire Station Middle Street Kirkwood Tel: 042 230 0035 Fax: 042 230 0047
Ndlambe And Makana	1 Bathurst Street Port Alfred 6170 Tel: 046 624 1151 Fax: 046 624 1151
Jansenville: Ikwezi, Baviaans And Camdeboo	34 Boom Street Jansenville 6265 Tel: 049 836 0118 Fax: 049 836 0105
Kou – Kamma And Kouga	5 Keet Street Kareedouw Tel: 042 2880225/0303 Fax: 042 2880010


SARAH BAARTMAN DISTRICT MUNICIPALITY
Sarah Baartman
DISTRICT MUNICIPALITY
Ukhahlamba
Pixley ka Seme
Chris Hani
Amatole
Eden
Central Karoo
Sarah Baartman District Municipality
CAMDEBOO
BLUE CRANE ROUTE
IKWEZI
BAVIAANS
MAKANA
SUNDAYS RIVER VALLEY
NDLAMBE
KOUGA
KOU-KAMMA
Nelson Mandela Bay Metro
Metro
BETHESDAWEG
GRAAFF-REINET
ABERDEEN
PEARSTON
COOKHOUSE
SOMERSET EAST
JANSENVILLE
RIEBEEK-OOS
GRAHAMSTOWN
WOLWEFONTEIN
STEYTLERVILLE
WILLOWMORE
KIRKWOOD
PATERSON
BATHURST
PORT ALFRED
ALEXANDRIA
PATENSIE
JOUBERTINA
KAREEDOUW
STORMSRIVIERMOND
HUMANSDORP
KRUIGFONTEIN
INDIAN OCEAN
0 25 50 100 Kilometers
Prepared by Planning Unit
Date: 3/24/2015
Motheo
Xhariep
Pixley ka Seme
Joe Gqabi
Chris Hani
Central Karoo
Amathole
CACADU
Eden
INDIAN OCEAN

AMALGAMATED MUNICIPALITIES (Baviaans, Camdeboo, Ikwezi)



Ward Map: MDB

DESCRIPTION (MDB & Census 2011 Stats)	CAMDEBOO EC101	IKWEZI EC103	BAVIAANS EC107	SB DISTRICT DC10	NEW EC101
Extent of Municipal area	12,422 km²	4,563 km²	11,668 km²	58,243 km² (49%)	28,653 km²
Number of Wards & Cllrs	7 / 14	4 / 7	4 / 7	(N/A : LMs)	14 / 27
Settlements	Graaff-Reinet (HQ), Aberdeen & Nieu-Bethesda	Jansenville (HQ), Klipplaat, Waterford and Wolwefontein	Willowmore (HQ), Steytlerville, Rietbron and Baviaanskloof	As per LMs	All as listed
Total population	50,993	10,537	17,761	450,584 (18%)	79,291 +
Total households	12,400	2,915	4,610	125,632 (16%)	19,925 +
Access to basic energy (elec)	94%	88%	89%	87% (Ave)	90% +
Access to potable piped water (in or within 200m from dwelling)	94%	88%	88%	84% (Ave)	90% +
Access to refuse disposal	93%	87%	87%	85% (Ave)	89% +
Access to toilet/VIP facility	88%	80%	82%	74% (Ave)	83% +
Unemployment Rate (of LF)	30%	18% (?)	29%	25% (Ave)	26% +

Please note that there are variances in the data released in a report to LMs by StatsSA and the data being generated by their service provider Space Time Research on SuperWEB. In certain instances service levels would have improved since 2011.

VISION

An innovative and dynamic municipality striving to improve the quality of life for all our communities

MISSION

To provide equitable, affordable services and sustainable socio-economic development through:

- Stakeholder participation
- Capacity building
- Efficient and effective management of resources

VALUES

Accountability - We are accountable for our actions

Creative - We promote new ideas to promote service delivery to our constituencies

Effectiveness & Efficiency - We strive to do the right things timeously

Service Excellence - We strive for service excellence and customer satisfaction

Honesty & Integrity - We act with honesty and integrity, are truthful & reliable

Professionalism - We strive to maintain high professional standards

Respect - We earn respect through our actions and seek to embrace humility and discipline

Responsibility - We take ownership of our actions

Responsiveness - We react rapidly to the needs of our community

Transparency - We are committed to openness and transparency in everything we do

CHAPTER 1: PART 1 - THE PLANNING PROCESS

1.1.1 IDP OVERVIEW

The Integrated Development Planning process is a process of consultation, participation and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP.
Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it:-

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution;
- Gives effect to its developmental duties as required by Section 153 of the constitution, and together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

This is the fifth review of Sarah Baartman District Municipality's five year Integrated Development Plan. The IDP is the strategy for attaining the district's vision of "an innovative and dynamic municipality striving to improve the quality of life for all our communities". IDPs are compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

The Sarah Baartman District Municipality developed a District Framework Plan in consultation with the nine local municipalities in its area. The District Framework Plan was adopted by the SBDM Council, 26 August 2015.

1.1.2 THE SBDM INTEGRATED DEVELOPMENT PLAN REVIEW

The IDP document represents the strategic plan of the Sarah Baartman District Municipality that guides and inform all planning and allocation of resources for the five year period, 2012-2017. It is informed by National and Provincial Government priorities.

1.1.3 GUIDING PARAMETERS

Over and above the legislative context, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Sarah Baartman District Municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

17 SUSTAINAIBLE DEVELOPMENT GOALS

The Millennium Development Goals and targets stem from the Millennium Declaration by 189 countries in 2000 to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These have come to an end in 2015. Seventeen sustainable development goals have been put together for the next fifteen years to 2030.
South Africa is signatory to that agreement. The MDG's have been embraced by Government and are aligned with the Medium Term Strategic Framework, which outlines national government development priorities. The SBDM will consider the 17 sustainable development goals in its development agenda.

TWELVE (12) GOVERNMENT OUTCOMES:

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for the MTSF priorities up to 2014.

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient competitive and responsive economic infrastructure network
7. Vibrant , equitable and sustainable rural communities with food security for al
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and the world
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

Outcome 9 identifies 7 Critical Outputs:

Output 1: Implement a differentiated approach to municipal financing, planning and support;
Output 2: Improving Access to Basic Services;
Output 3: Implementation of the Community Work Program;
Output 4: Actions supportive of the human settlement outcomes;
Output 5: Deepen democracy through a refined Ward Committee model;
Output 6: Administrative and financial capability;
Output 7: Single Window Coordination

National Policy Directive – The National Spatial Development Perspective (NSDP)

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

THE NATIONAL DEVELOPMENT PLAN

The National Development Plan sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans from all walks of life in building the future. Focus on people's capabilities is at the centre of the plan. These include education, skills, decent accommodation, nutrition, safe communities, social security, transport, and job opportunities.

INTEGRATION OF NDP INTO GOVERNMENT PLANS

The table below outlines the national and provincial guiding parameters and their alignment to the district and municipality priorities

National development Plan	Local Government Strategic Agenda	Provincial Development Plan - Vision 2030	Sarah Baartman District priorities
The NDP seeks to eliminate poverty and reduce unemployment by 2030	The five Key Performance Areas (KPA's) still hold relevance in terms of the department's strategy to render support to local government.	The Provincial Development Plan outlines the development trajectory of the Eastern Cape Province.	The district and local municipalities' priorities are in line with the NDP principles

THE STATE OF THE PROVINCE ADDRESS

Reflections from the State of the Province Address – 20 February 2016

- The Province prioritized the stimulation of rural development, land reform and food security through drought mitigation programmes and other initiatives.
- For SBDM Blue Crane Route Local municipality benefitted through fodder production upscaling which will contribute towards the establishment of fodder banks.
- Introduction of Agri – Parks to support agricultural development. Primary production has continued to increase in support of Sundays River valley Agri – Park Hub
- A development loan for the amount of R3,8 million has been invested for 27,88% equity in the Ndlambe natural Industrial producers(Pty) Ltd,
  a pineapple beneficiation company. Through this initiative 1500 jobs have been created.
- Job opportunities were created through EPWP and CWP programmes
- Roads infrastructure - R 72 (Ndlambe) and R 335(SRV) will benefit from the roads upgrading progarmmes
- Renewable energy- independent power producers have been awarded projects to the tune of R33, 7 billion.
- Local government – back to Basics programme intensified to stabilize struggling municipalities and strengthen all municipalities
- War rooms rollout is planned in order to promote citizens' participation in planning and programmee implementation.
- Four municipal boundaries have been redetermined. SBDM is directly affected through the amalgamation of Baviaans, Ikwezi and Camdeboo munipaities.
- Social infrastructure support – water restoration and maintenance in Makana municipality was completed.
- Municipalities are urged to adopt and establish Community safety forums.

The Budget Speech

The Budget is delivered against the backdrop of low economic growth and high unemployment. According the Minister of Finance there is a need to intensity efforts to address economic constraints. The NDP remains the cornerstone for growth and development of the economy.
The Province adopted its Vision 2030 in order to realise the principles of the NDP. The development trajectory is constrained by limited resources.

1.1.4 IDP / BUDGET FRAMEWORK AND PROCESS PLAN 2016/17

SBDM adopted an IDP/Budget Schedule and a District Framework Plan to serve as a guide to all of its Local Municipalities in preparation for the re-write of the IDPs. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process. The framework plan was adopted on 26 August 2015, by council.

PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF INTEGRATED DEVELOPMENT PLANS
The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.
A framework plan binds both the district municipality and the local municipalities in the area of the district municipality.

District Framework and Process Plan adopted 26 August 2015

The Integrated Development Planning process is a process of consultation, participation and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP. The vision for improved quality of life can be achieved through partnership with stakeholders.
Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it:-

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution
- Gives effect to its developmental duties as required by Section 153 of the constitution, and Together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF INTEGRATED DEVELOPMENT PLANS
The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.

a) A framework plan binds both the district municipality and the local municipalities in the area of the district municipality, and must at least: -
b) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or any specific municipality.
c) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment
d) Specify the principles to be applied and co-ordinate the approach to be adopted in terms of those matters; and

e) Determine procedures –
(i) For consultation between the district municipality and the local municipalities during the
process of drafting their respective integrated development plans, and
(ii) To effect the essential amendments to the framework.

Adoption of process
Section 28 states the following:
(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.
The municipality must give notice to the local community of particulars of the process it intends to follow.

2. ISSUES TO BE CONSIDERED FOR THE 2016/17 REVIEW

- Comments received from assessment of the 2015/16 IDPs
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans and strategies
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Areas requiring attention in the Strategic Plan report
- Formulate a response to the MEC Comments on the Assessment of the five year IDP
- Proper alignment of SBDM IDP with nine (9) Local Municipalities' IDPs
- Incorporate the strategic plan outcomes into the IDP
- Review the Local Government Turn Around Strategy
- Review of the SBDM SDF
- Review/development of all outstanding plans as undertaken by the respective departments and in response to the MEC Comments on the Assessment of the IDP in 2015/16.
- Review of objectives and strategies
- The Amalgamation of three; Baviaans, Camdeboo and Ikwezi

3. ORGANISATIONAL ARRANGEMENTS

The SBDM IDP Review Process will be guided by the following structures:
IDP Steering Committee
IDP Task Team
IDP Representative Forum
IGR Forum for Sector Alignment

- **IDP STEERING COMMITTEE**

The IDP Steering Committee is the internal support structure which guides the IDP review process throughout the review of the IDP. It is comprised of management and mayoral committee councillors. The IDP Steering is chaired by the Executive Mayor. The main function of this committee is to consider inputs and comments from the various role-players and

stakeholders make recommendations on the content of the IDP as well as provide terms of reference for various planning activities.

- **IDP TASK TEAM**

The proposed task team is responsible for the provision of technical support to the IDP review process. It will be comprised of managers. They are responsible for the provision of input to the IDP on strategy, policies and projects and for ensuring the technical correctness of information provided.
The IDP task team is chaired by the Municipal Manager.

- **IDP REPRESENTATIVE FORUM**

The IDP Representative Forum will function throughout the review of the IDP. The structure is chaired by the Executive Mayor. The composition of the IDP representative Forum is as follows:
Councillors, National and Provincial Departments, Local Municipalities, Parastatals, Municipal Management officials, Non-Governmental Organisations and Communities.

4. MECHANISMS FOR PARTICIPATION

Chapter 4 of the Municipal Systems act requires municipalities to involve communities and stakeholders in the IDP Review process. The SBDM will use the media (local newspaper) to inform stakeholders about the IDP Review. The IDP representative Forum will be as inclusive as possible to accommodate stakeholders. In an effort to ensure maximum engagement, the SBDM has scheduled a series of meetings for stakeholder engagement.

Council approval

The draft reviewed IDP and Budget will be submitted to Council for approval in March and May 2016 respectively. After Council approval the draft IDP and Budget will be published in local newspapers for Public Comment.

5. ACTION PROGRAMME

Deliverable /Activity	Responsibility	July				August				September			
		1	2	3	4	1	2	3	4	1	2	3	4
Consultation with local municipalities on the Framework Plan								**18 July 2015**					
Council adopts Framework Plan and IDP Budget Schedule	Planning Unit/Council								19 Aug 2015				
IDP Steering Committee											08 Sep 2015		
Consultation with stakeholders on the IDP Review process: IDP Rep Forum	Planning Unit										10 Sep 2015		
CBP roll –out in local municipalities	Planning Unit/IDP Managers												

ACTION PROGRAMME

Deliverable /Activity	Responsibility	October				November				December			
		1	2	3	4	1	2	3	4	1	2	3	4
Community Based Planning roll-out in nine local municipalities	Planning Unit/IDP Managers												
Situational analysis – municipal wide analysis	Planning Unit /IDP Task team												
Consultation with Local Municipalities		13 Oct 2015											
IDP/Budget Steering Committee meeting to confirm priorities	IDP Steering Committee	14 Oct 2015											
Review of objectives and strategies	Planning Unit / IDP Task Team												
IDP Steering Committee 26 November 2015	Planning Unit												
Compile Draft projects													
Consult Local Municipalities on Draft projects	Planning Unit												

ACTION PROGRAMME

Task/Activity	Responsibility	January				February				March			
		1	2	3	4	1	2	3	4	1	2	3	4
IDP Steering Committee	Planning Unit		14 Jan 2016										
Consultation with Local Municipalities			19 Jan 2016										

Finalisation of draft projects /alignment with budget	Planning Unit/Finance												
IDP/Budget Steering Committee meeting to consider first draft	IDP Steering Committee meeting						02 Feb 2016						
Consultation with stakeholders (IDP Rep Forum)	Planning Unit						04 Feb 2016						
IDP Steering Committee	Planning Unit									03 Mar 2016			
IDP Rep Forum	Planning Unit/Steering Committee										10 Mar 2016		
Consultation with Local municipalities	Planning Unit											15 Mar 2016	
Tabling of Draft IDP to Council	Council												23 Mar 2016
Publish draft IDP/Budget in local newspaper for Public Comment	Planning unit												

Deliverable /Activity	Responsibility	April	May							June			
		1	2	3	4	1	2	3	4	1	2	3	4
Refinement of Draft IDP/Budget	Planning Unit/IDP Task Team												
IDP Assessment	All			12 –									

Cancel/postpone				14 Apr									
IDP Steering Committee							03 May 2016						
Stakeholder consultation IDP REP FORUM	Planning Unit						05 May 2015						
Council adopts IDP and Budget	Council						25 May 2016						
Publication of approved IDP/Budget on the website and local newspaper	Planning Unit												

1.1.5 SCHEDULE OF MEETINGS

ACTIVITY	2015	2016
Council meeting to adopt SBDM IDP Framework Plan	26 August 2015	
IDP - Budget Representative Forum	10 September 2015	
IDP – Budget Steering Committee	08 September 2015	14January 2016
IDP - Budget Representative Forum and Sector Alignment		10 March 2016
Table Draft IDP – Budget to Mayoral Committee		17 March 2016
Council Approval of Draft IDP		23 March 2016
Council approval of Final Draft IDP		25 May 2016

1.1.6 MEC COMMENTS

The Reviewed 2015/16 IDP comments were considered during the 2016/17 review of the IDP. SBDM received High scores on all the key performance areas. All the gaps identified have been addressed.

CHAPTER 2: SITUATION ANALYSIS

2.1 DEMOGRAPHICS

The SBDM relies on the South African National census 2011 (StatsSA) data information on official population figures, assisting it to make informed decision relating to population challenges faced by the district.

The census determined the country's population as 51.8 million and Sarah Baartman's population to be 450 584.

The SBDM has undertaken to access a number of alternative sources of data to provide a comparative analysis against the census 2011 figures and also assist in evaluating the growth trends within the district, namely:

- Information obtained from the 2003 the Eastern Cape Socio Consultative Council survey;
- Information obtained from the 2004 district economic growth and development strategy as undertaken by the Urban Econ Group;
- Information obtained from the Global Insight Group reflecting projected population estimates as per 2011.

Table: 2.1 Population Estimates from different sources

Source	Estimated Population
STATS SA 1996 Census	369 782
STATS SA 2001 Census	388 210
ECSECC 2003	428 767
Urban Econ. Group 2004	438 800
Global Insight Database 2011	**451 761**
STATS SA 2011 census	**450 584**

2.1.1 District and Local Population Distribution:

EC area per km^2

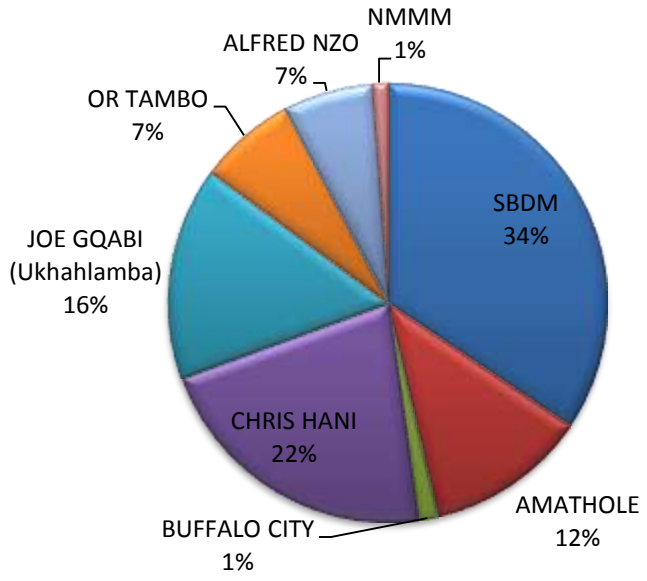


Figure 2.1: Eastern Cape Area per km^2

The Sarah Baartman District covers approximately one third of the Eastern Cape's land area, however it only houses 6.8% of the provinces' population, with the lowest average distribution of eight people per square kilometre in the Eastern Cape (table 2.2). Only 22% of houses are informal, and 2/3 of households have potable water and a flush toilet or pit latrine on site. Conditions are worse in the small towns of the interior where poverty can be severe, compounded by isolation from the mainstream economy2.

It must however be noted that poverty is defined not only by levels of unemployment, but also characterized by a lack of access to, for instance, education, health care, and basic services including water and sanitation.

Table 2.2: Eastern Cape District Municipality Population Area Coverage & Densities

MUNICIPALITY	POPULATION		AREA (Km^2)		DENSITY	
	2001	2011	2001	2011	2001	2011
SARAH BAARTMAN	388 206	450 584	58 266	58 272	6,7	7.7
AMATHOLE	1 664 079	892 637	23 645	20 041	70,4	44.5
BUFFALO CITY		755 200		2 515		300.3
CHRIS HANI	809 984	795 461	36 956	36 561	21,9	21.8
JOE GQABI (Ukhahlamba)	342 436	349 768	25 376	26 518	13,5	13.2
OR TAMBO	1 676 592	1 364 943	15 853	12 087	105,8	112.9
ALFRED NZO	549 687	801 344	7 976	11 119	68,9	72.1
NMMM	1 005 779	1 152 115	1 969	1950	510,8	590.8
TOTAL EC	**6 436 763**	**6 562 053**	**170 041**	**169 063**	**37,9**	**38.6**

Source: POPULATION CENSUS FIGURES: 2001 & 2011

Sarah Baartman has the lowest population density of the Eastern Cape Districts and Metros, due to the area covered by the district. This results is high costs per capita of providing services in the district. The Sarah Baartman area consists of a predominantly rural or agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands.

The Sarah Baartman scenario requires an alternative conceptualization of population placement that can be related to economic opportunity. Thus, it can be stated that the Sarah Baartman population distribution varies spatially based predominantly on coastal and inland placements, with the inland settlements of Graaff-Reinet and Grahamstown being the exception.

Population concentrations are in Makana, Kouga and Ndlambe, with more than 50% of residents in the District residing in these Municipalities. The remaining Municipalities all have less than 60 000 inhabitants per municipality.

One explanation for this distribution is the variation in land types, agricultural practices and associated income generating opportunities that are characteristic of Sarah Baartman's inland and coastal areas.

2.1.2 Population Size per Local Municipality:

In the efforts to understand the population growth dynamics of the area, the municipality has used different statistic sources to get estimates of information

[2] www.ecprov.gov.za/

Table 2.3: Demographic Total Population

Local Municipalities (2005-12 boundaries)	Census 2001	GI 2002	GI 2003	GI 2004	GI 2005	GI 2006	GI 2007	GI 2008	GI 2009	GI 2010	Census 2011
Camdeboo	44,368	45,075	45,235	45,408	45,606	45,823	46,053	46,310	46,592	46,895	50993
Blue Crane Route	35,015	35,784	36,045	36,321	36,624	36,956	37,324	37,726	38,156	38,592	36002
Ikwezi	10,367	10,534	10,571	10,614	10,665	10,723	10,790	10,865	10,948	11,037	10537
Makana	74,541	77,030	76,853	76,758	76,773	76,912	77,170	77,555	78,062	78,636	80390
Ndlambe	55,480	58,435	60,365	62,182	63,925	65,618	67,282	68,917	70,526	72,064	61176
Sundays River	41582	43,039	42,638	42,318	42,094	41,967	41,938	41,999	42,137	42,332	54504
Baviaans	15339	15,515	15,666	15,814	15,964	16,113	16,265	16,419	16,576	16,733	17761
Kouga	70693	75,004	76,967	78,820	80,588	82,286	83,935	85,530	87,088	88,570	98558
Kou-Kamma	34,294	36,218	37,555	38,814	40,013	41,153	42,247	43,295	44,299	45,247	40663

(IHS Global Insight, Stats SA Census 2001 & 2011

The significant difference in Makana could be attributed to the amount of informal settlement taking place in the town as a result of general urbanisation and farm evictions. These numbers are a particular concern as they have a direct impact on Grant Funding allocations. The population variation in Makana is acknowledged.

Figure 2.2: Demographic Population by population group - 2011

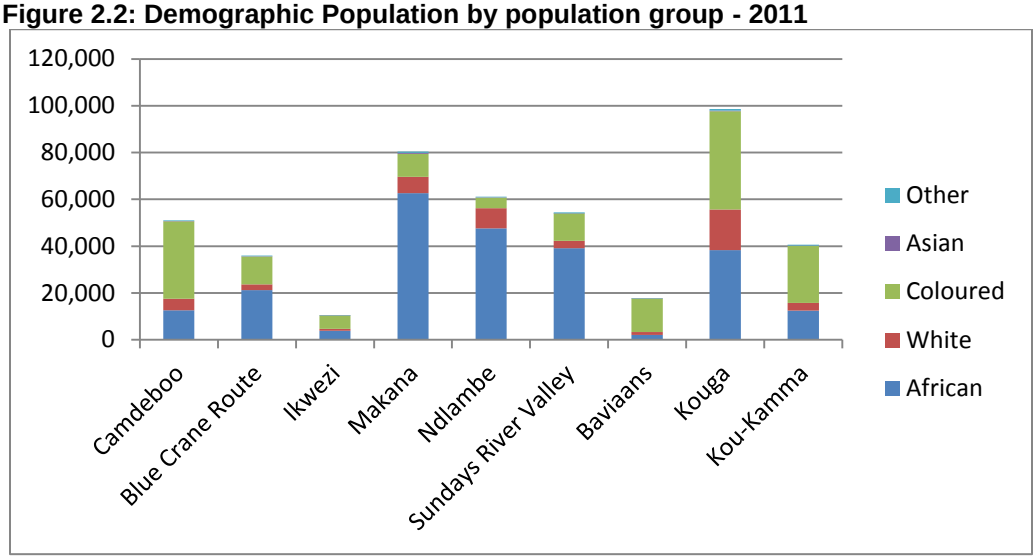


Table 2.5: Population Statistics per Local Municipality 2001, 2005 and 2010

2.2 ECONOMIC INTELLIGENCE PROFILE

2.2.1 Age Structure

The population is relatively youthful, with an age structure mapped in the pyramid below being very similar to that of South Africa as a whole, but with the notable exceptions of a relative deficit of boys and girls aged 5-20, possibly indicating that they are being raised and educated in areas with better education opportunities.

Figure 2.3: Population pyramid SBDM

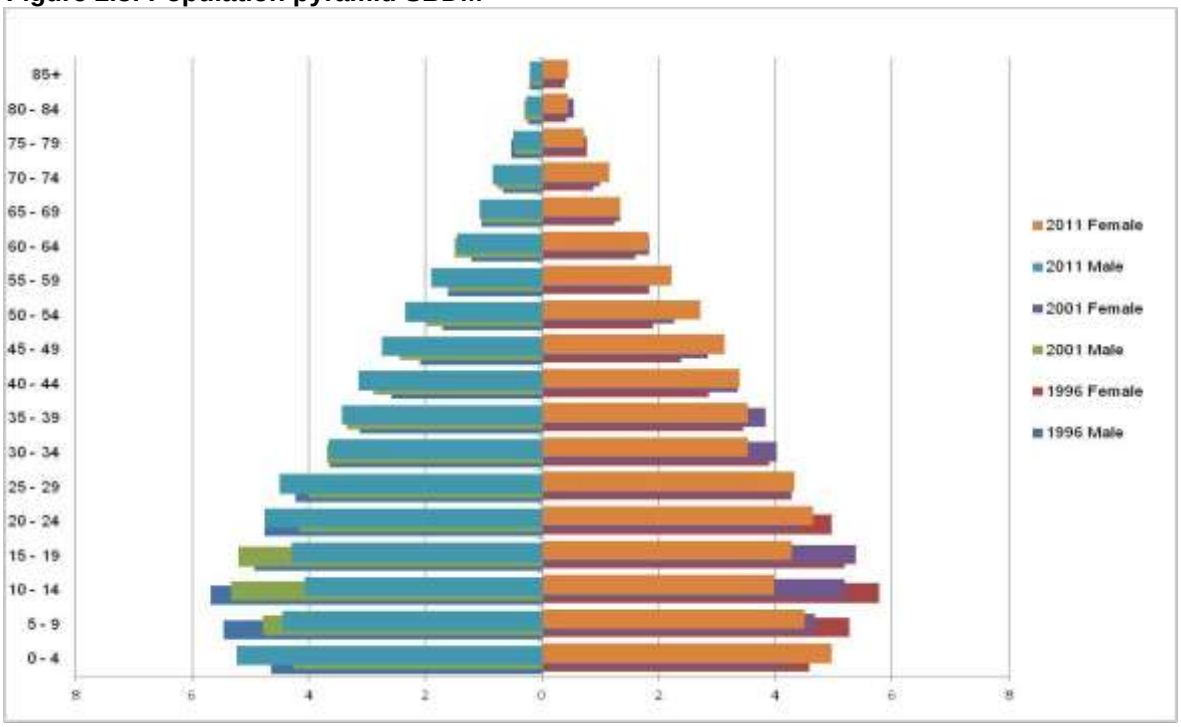
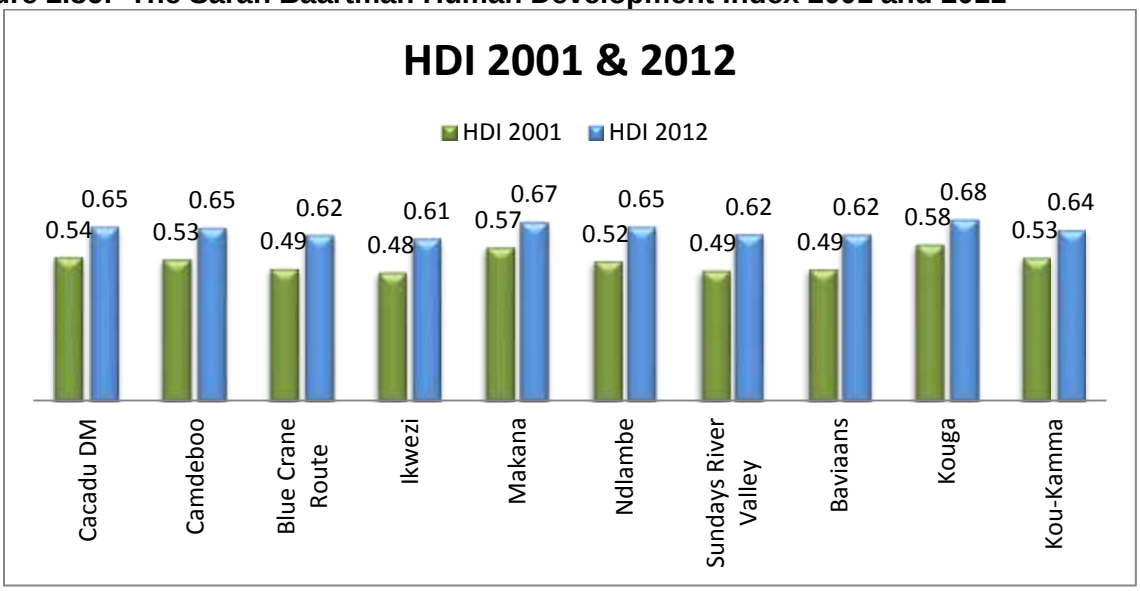


Figure 2.4 below compares the District population for the three census. The 2011 census show a significant decrease in the age groups between 5- 19 year olds, and the graphs also shows the decrease in the population gap between males and females.

2.2.2 HUMAN DEVELOPMENT

The Human Development Index

Figure 2.86: The Sarah Baartman Human Development Index 2001 and 2011



Source: Global Insight (2014)

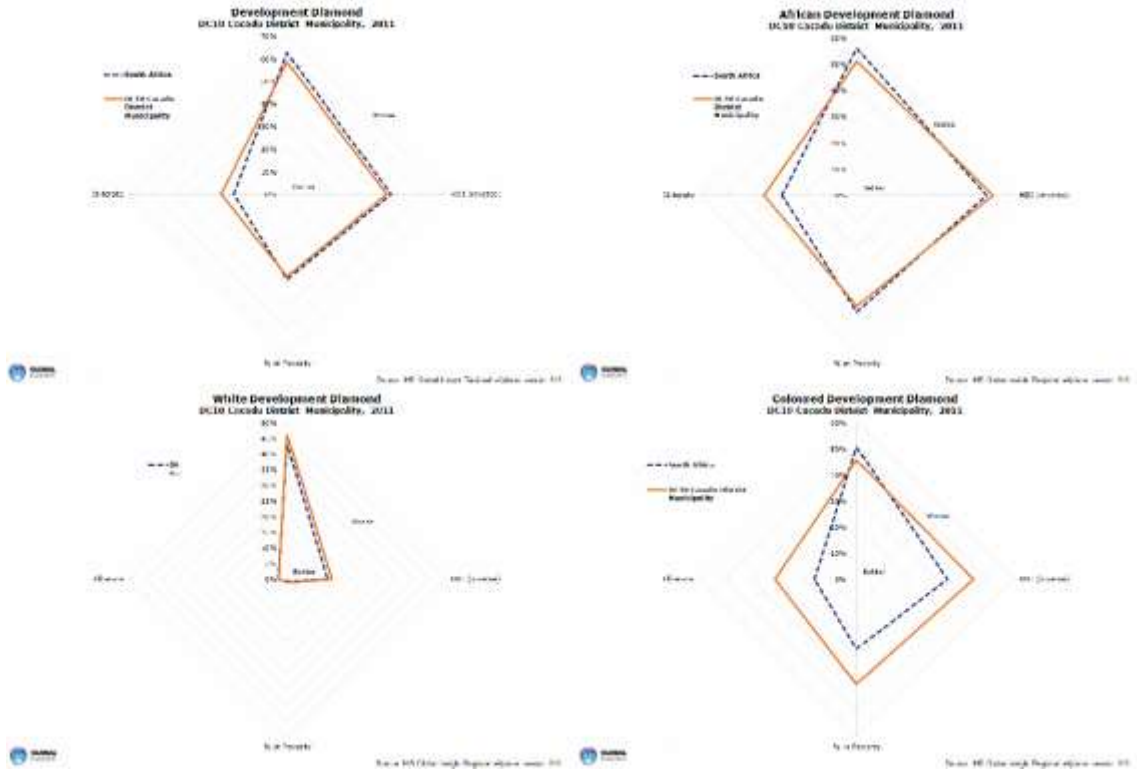
2.2.2.1 The Development Diamond

The Development Diamond measures the extent of inequality (Gini-Coefficient), underdevelopment (the Human Development Index or HDI), Poverty and illiteracy. The Development Diamonds reflect the racially skewed on-going effects of the Apartheid system that

officially ended in 1994. The Diamond for the District is indicated in orange and for South Africa with a blue dotted line.

Whites experience almost no poverty, a high HDI, less than 5% illiteracy and relatively low inequality in keeping with South African norms for this population group, refer to figure 2.7 below.

Figure 2.7: Development Diamond for Sarah Baartman



Africans experience high poverty (although lower than the national average), a low HDI, high illiteracy compared to the country as a whole, and high inequality, although lower than the country as a whole. Coloureds experience lower poverty and illiteracy than Africans, but are significantly worse off than the national average. They also experience a higher HDI and roughly the same level of inequality.

2.2.2.2 Poverty

The level of poverty in the District is high, but showing steady decline:

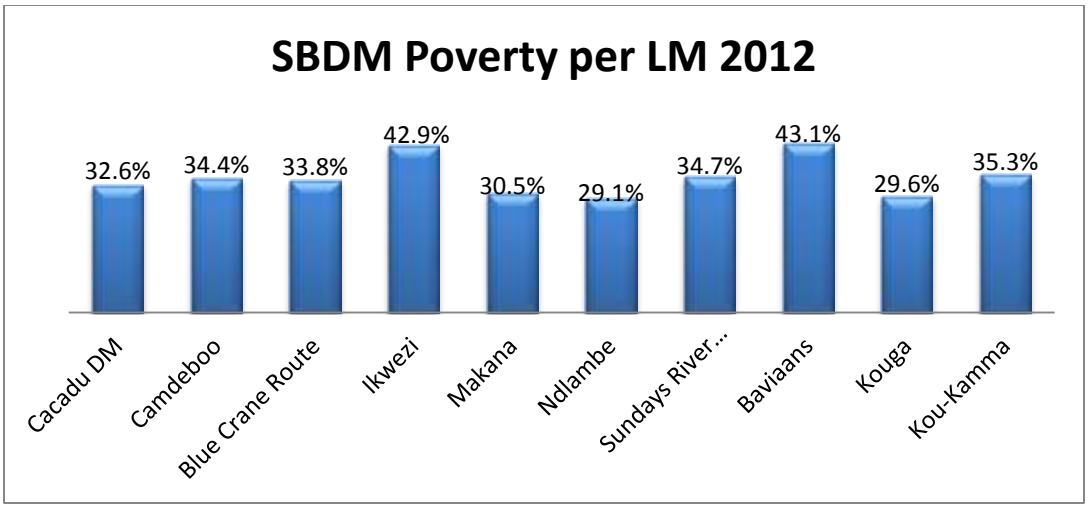


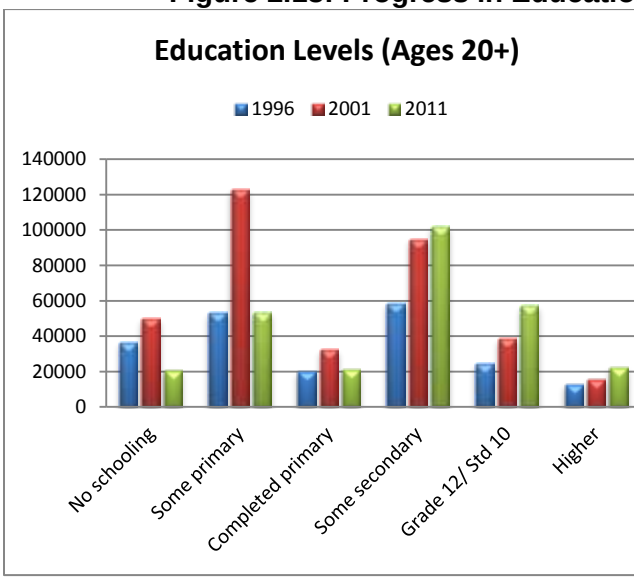
Figure 2.10: Poverty Overview Source: Global Insight 2012

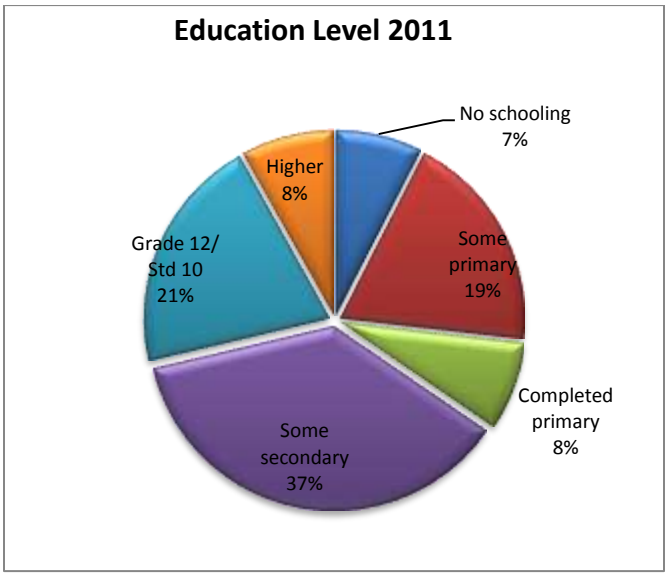
Very serious poverty (where people live on less than$2 or R 14 – R 18 per day) is rapidly declining, probably in response to the roll out of social grants in South Africa

2.2.3 EDUCATION

Improvement in educational attainment is showing rapid and sustained progress.

Figure 2.13: Progress in Education





The above education graphs depict the changes in education levels in the population of Sarah Baartman. The graphs show that the greater number of the population has some secondary education (37%), with improvements in people with grade 12 and higher. There have been positive improvements, with the decrease in the percentage of the population that has not received schooling. The graphs show that there is a high level of dropouts, especially at primary education level.

The level of education indicates the type employment opportunities that we need to invest towards, to fight unemployment and poverty. The available skills mean we should focus on labour intensive programmes that provide sustainable jobs.

2.2.4 HOUSING AND ELECTRIFICATION

Both housing and electrification are showing serious and steady improvement

Figure 2.14: Households by dwelling type

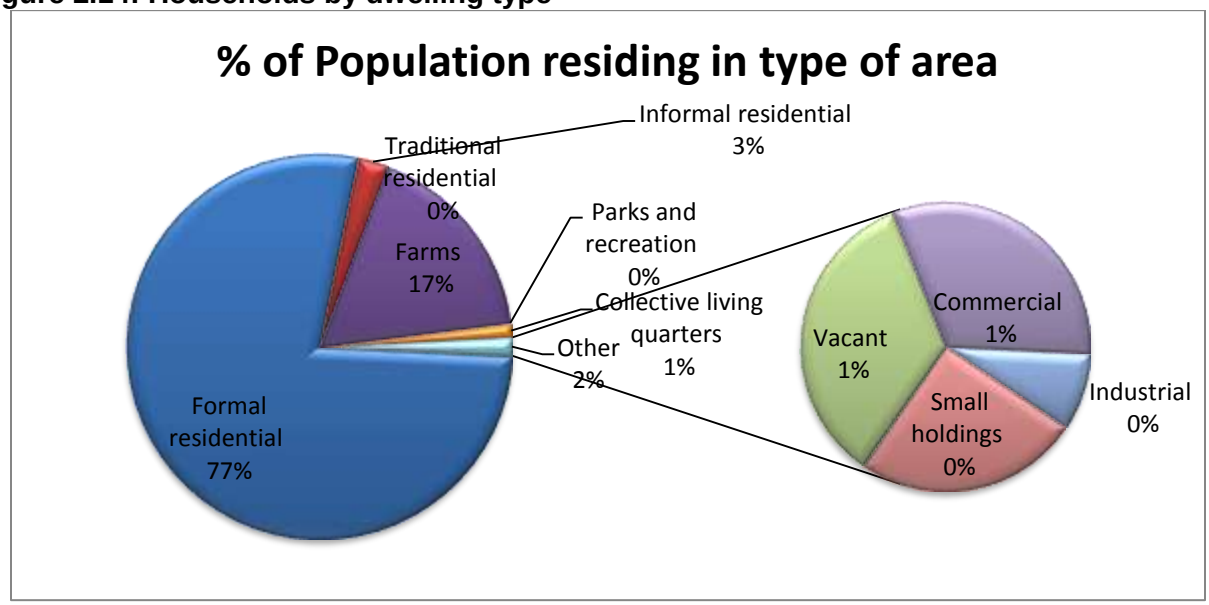
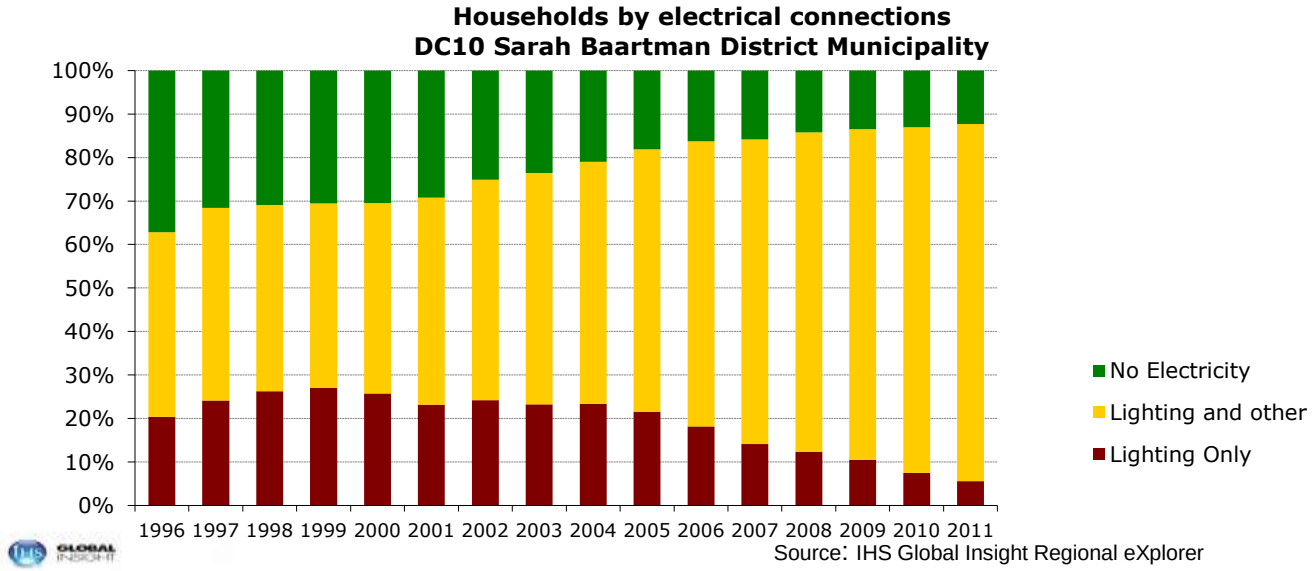


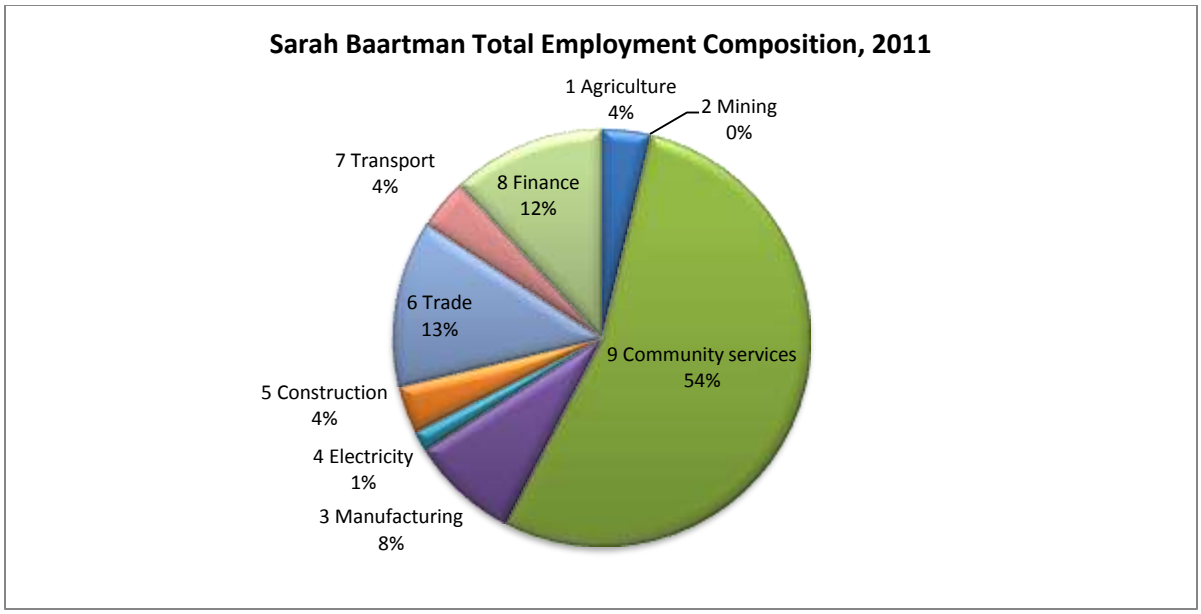
Figure 2.15: Households by electrical connections



2.2.5 EMPLOYMENT

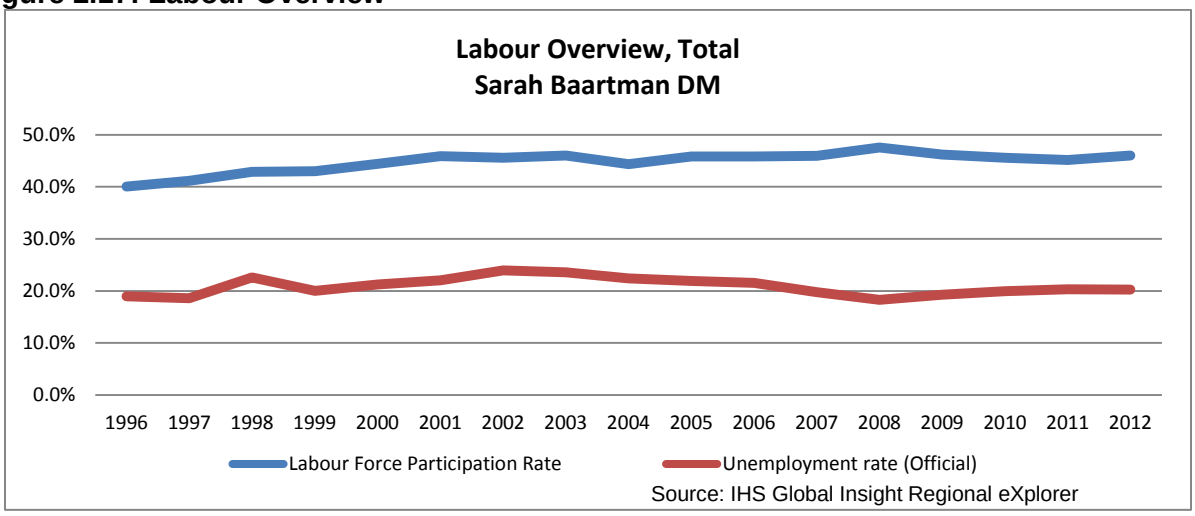
The District's major employer is Trade (which includes retail and tourism), followed by Agriculture and then Community Services (which includes government).

Figure 2.16: Total Employment composition



African male unemployment in relatively low by rural South African standards (21%) but is still high, especially since this is the official definition of unemployment and excludes permanently discouraged work seekers, the actual unemployment rate is likely to be much higher. African and Coloured females experience slightly higher unemployment at around 25%. The problem is less serious in the case of Coloured Males which is below 20%.

Figure 2.17: Labour Overview

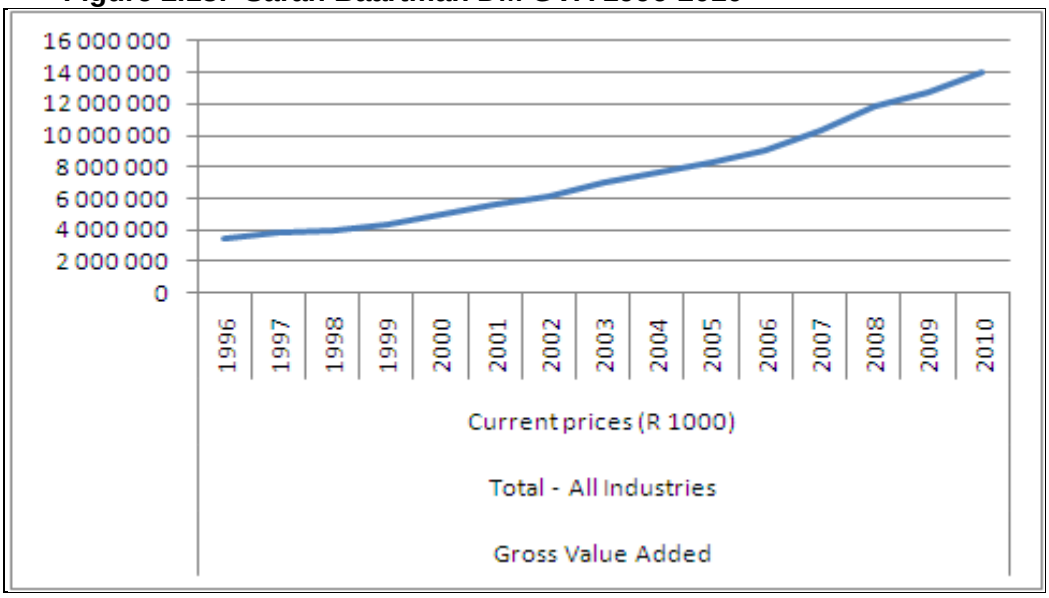


The unemployment rate for the district is 20.3%, which represents 28016 unemployed people.

2.2.6 Economic Structure and Growth

2.2.6.1 Gross Value Added (GVA)

Figure 2.18: Sarah Baartman DM GVA 1996-2010

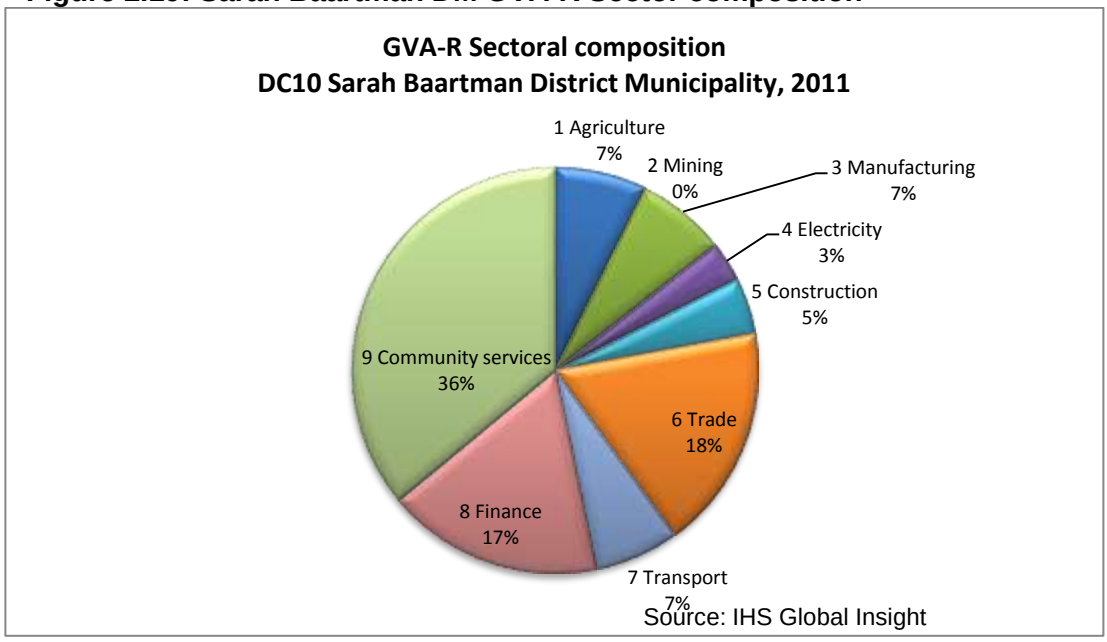


GVA has shown constant and steady growth and is currently at R14 billion

2.2.6.2 Sector Breakdown

The leading sectors in SRV in regard to Gross Value Added are Community Services, Trade (which includes tourism), Finance (which includes Real Estate), agriculture, manufacturing and transport.

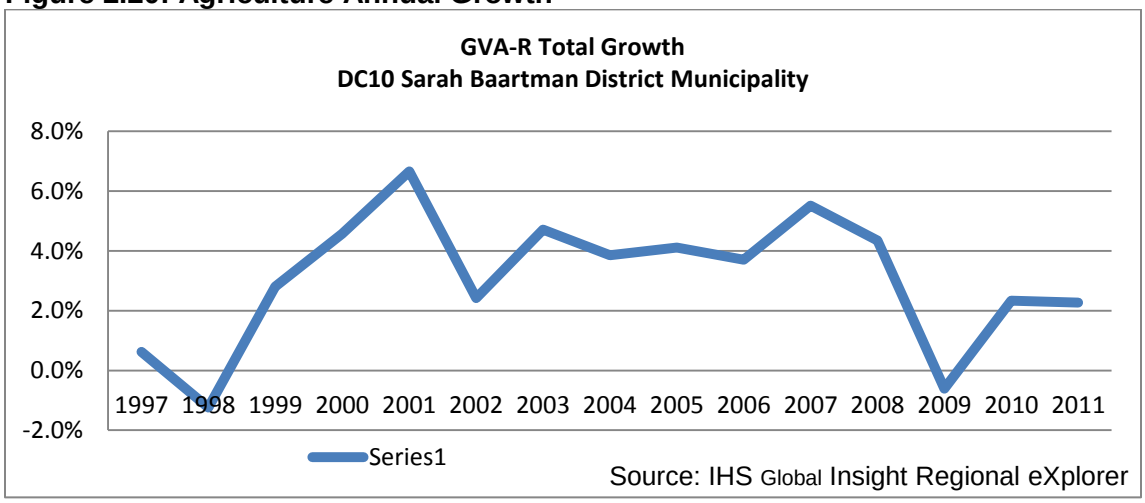
Figure 2.19: Sarah Baartman DM GVA-R Sector composition



2.2.6.3 Sarah Baartman Economic Growth Rate

Agriculture as a key but declining driving force in the economy indicates a strong "boom –bust" cycle

Figure 2.20: Agriculture Annual Growth

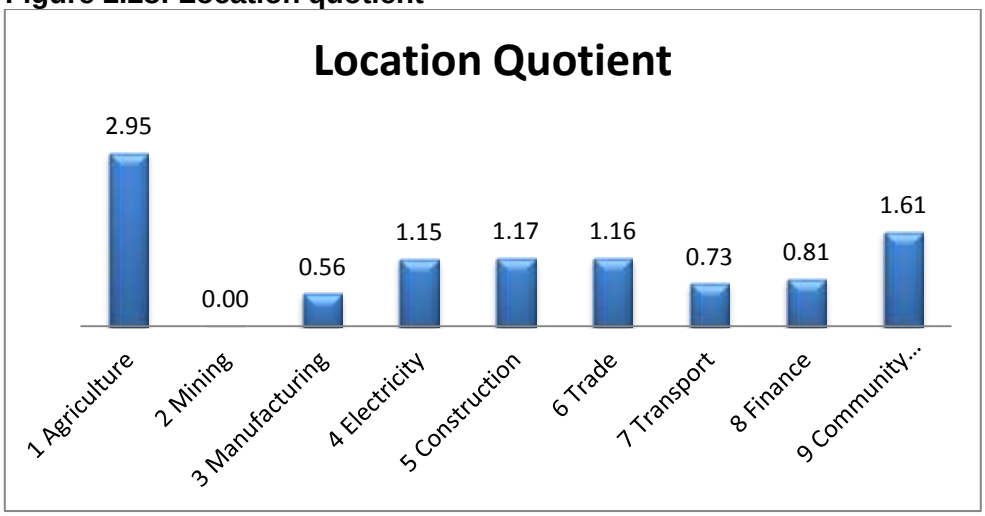


Manufacturing has been showing relatively weak growth over the past seven years and appears to have been hard hit by the recession. Construction growth has been highly cyclical with a progressive decline over the past four years. Trade (which includes retail and tourism) has shown consistently positive growth since 2009 and appears to have recovered rapidly after the recession. Transport has shown consistently positive growth and rapid recovery after the recession. After a notable pre-recession property boom, finance (which includes real estate) is indicating positive growth once more. Community Services has shown consistently positive growth since 2002.

2.2.7 Location Quotient

Sarah Baartman has a strong specialization in agriculture when compared with rest of South Africa but this is declining in favour of trade and community services. This is a concern as it shows that the district is not realising its agricultural potential.

Figure 2.28: Location quotient

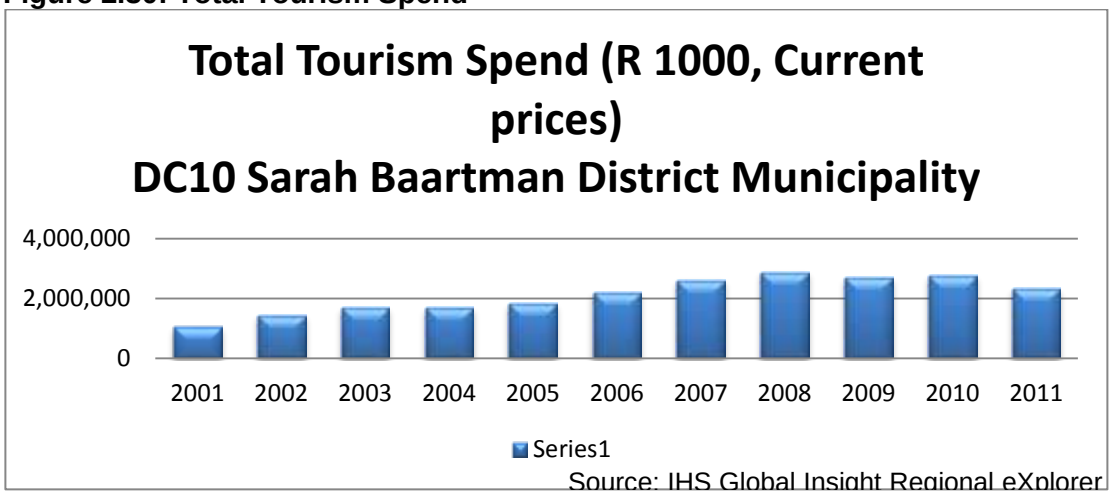


2.2.8 Tourism

2.2.8.1 Tourism Spend

Tourism spend has shown rapid growth and has reached a plateau at about R3 Billion per annum.

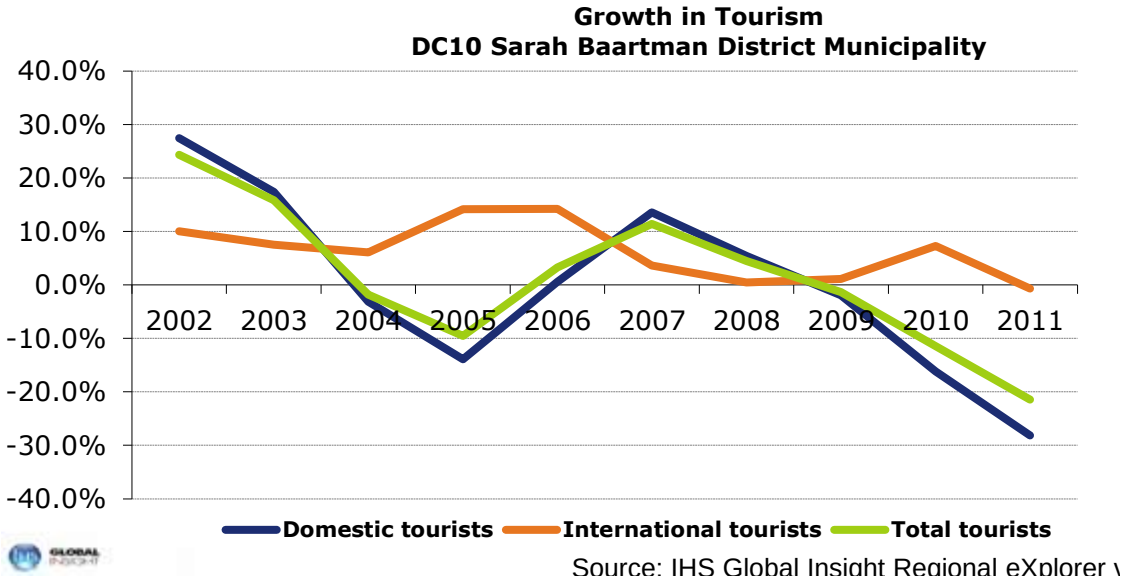
Figure 2.30: Total Tourism Spend



2.2.8.2 Visitor Numbers

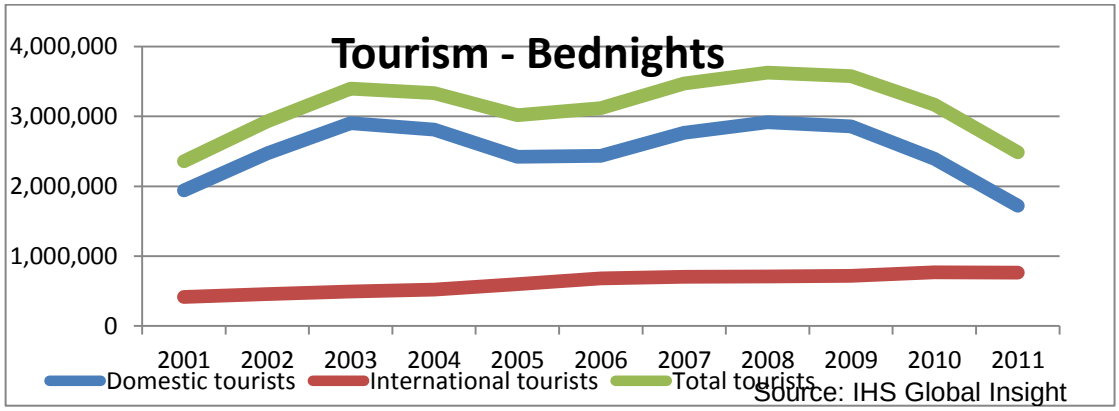
After a sharp decline, international tourism is rising again with domestic tourism remaining buoyant.

Figure 2.31: Growth in Tourism



2.2.8.3 Bed Nights Sold

Bed nights sold to foreign tourists are staying relatively constant at about 500 000 per annum whilst bednights sold to domestic tourists are heading towards the 3,5 million mark.



2.3 INSTITUTIONAL CAPACITY

2. 3.1 Powers and Functions

The table that follows illustrates the powers and functions allocated to the Sarah Baartman District Municipality along with its associated local municipalities.

Key issues relating to powers and functions within the Sarah Baartman District are as follows:

- In terms of the Water Services Act, Act 108 of 1997 the Local Municipalities are Water Services Authorities and as such they are responsible for water services in their areas.
- In terms of the National Land Transport Act, Act 2 of 2009 the Sarah Baartman District Municipality as a Type 2 Planning Authority is tasked with the responsibility of Transport Planning for the District and is therefore responsible for compiling and reviewing the Integrated Transport Plan.
- There are three road categories in the District namely Municipal, Provincial and National Roads. Local Municipalities are responsible for the construction, upgrading and maintenance of Municipal Roads, Province is responsible for Provincial Roads and National through the South African Roads Agency is responsible for National roads.
- In terms of the Disaster Management Act, Act 57 of 2002, the District is responsible for this function.
- According to the Municipal Structures Amendment Act, Act 1 of 2003, section 84(1)(j), the District Municipality is responsible for specialised firefighting services such as mountain, veld and chemical fire services throughout the district area..
- According to the Municipal Structures Amendment Act, Act 117 of 1998, Municipal / Environmental Health Services is the competency and function of the District Municipality. The function is currently being rendered on an agency basis by seven of the nine Local Municipalities.
- Housing is the competency of the Provincial Human Settlement Department.
- Refuse removal, refuse dumps and solid waste disposal is the competency of the Local Municipalities.

Table 2.6: Powers & Functions

POWERS AND FUNCTIONS	Sarah Baartman	Camdeboo	Blue Crane Route	Ikwezi	Makana	Ndlambe	Sundays River Valley	Baviaans	Kouga	Kou-Kamma
Air pollution		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building regulations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Child care faculties		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Electricity reticulation	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fire fighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local tourism	Yes	Outsourced	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal airports	Yes, excl. EC101,EC108	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes, incl. DM function	Yes
Municipal planning	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal health services	Yes	No	No	No	No	No	No	No	No	No
Municipal public transport	Yes	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pontoons and ferries		N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Storm water		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water (Potable)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Beaches and Amusement facilities	No	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Billboards and the display of advertisements in public places	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of public nuisance	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals	No	N/A: SPCA function	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fencing and fences	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing of dogs	No	Not Enforced	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local amenities	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local sport facilities	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Markets	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal abattoirs	Yes	Privatised	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Noise pollution	Yes, for EC103,EC106,EC107,EC109	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Pounds	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public places	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street trading	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street lighting	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Traffic and parking	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

2.3.2 Sarah Baartman Institutional Analysis

2.3.2.1 Institutional Background to the SBDM

The Sarah Baartman District Municipality was established after abolition of the Western District Council and was associated with the creation of the Nelson Mandela Metropolitan Municipality. As a metropolitan municipality, the Nelson Mandela Municipality received all income from RSC levies collected in its area of jurisdiction; previously these were paid to the Western District Council. This resulted in a reduction of 94% in the District's RSC Levy tax base. This caused the municipality to relook its functions' model to mitigate the financial impact.

The SBDM developed a new business model and institutional arrangements to support its business strategy. There have been a number of strategic interventions since 2002 to ensure that the necessary institutional capacity is created to enable the municipality to provide support to local municipalities and to achieve its developmental objectives.

2.3.2.2 The Development Facilitation Role

SBDM has the legal and policy mandate to undertake a development facilitation role. The development facilitation service integrates a number of different responsibilities of the district (such as the IDP, regional spatial planning, economic development and tourism, infrastructure implementation support, local capacity building and support) to provide a more efficient, integrated and holistic service. The strategic planning/IDP process at district and local level provides a strategic framework for development to identify appropriate projects. The capacity building and implementation support functions must assist local municipalities and other role players to develop coherent project plans, implement the projects and to improve service delivery.

This is supported by a resource leveraging role where SBDM:

- identifies and secures potential funding for such projects from donors, national and provincial government and private sector investors;
- facilitates the transfer of appropriate knowledge and learning regarding similar projects from elsewhere in the municipal sector; and
- identifies appropriate partner organizations or individual specialists who help deliver the project where required.

In addition, SBDM fulfils a monitoring and evaluation function in regard to the IDP and other projects. This role allows it to identify appropriate support interventions at an early stage where required and to regularly review the efficacy of its policy and strategic frameworks. It will also provide a measure of comfort for funders where there are concerns regarding the capacity of the local municipality.

2.3.2.3 Capacity Building and Support

Sarah Baartman District Municipality (SBDM) has a legislative mandate to build the capacity of the nine (9) Local Municipality in order to ensure that they are able to exercise their powers and most importantly perform their functions of rendering effective and efficient services to their communities. This obligation is executed by adopting a Capacity Building Strategy.

In fulfilling its responsibility the SBDM provides support through its directorates and the Capacity Building and Support Unit.

In the past financial years the Capacity Building and Support Unit interacted with the Local Municipalities and conducted a capacity needs assessment and requirements for implementation and the identified projects were incorporated as part of the operational plan and the Service Delivery and Budget Implementation Plan (SDBIP) of the Office of the Municipal Manager.
SBDM

2.3.2.4 Review of Existing Organizational Structure

The shifting of powers and functions from one government institution to another, changes in legislation and the changing needs of clients (LMs) continually impact on the operations of the SBDM and require it to review its role, business operations, processes and its organizational structure to respond to these changes.

The SBDM's current service delivery menu has been developed in terms of its new business model and legislative requirements. The SBDM has adopted a policy of appointing local municipalities as "Preferred Service Providers" which has impacted on the way it is currently organized and on its staff establishment.

The primary role of the SBDM is that of a Development Facilitator. This role included three complementary subsidiary roles:

- District as a district wide integrated development planning authority;
- District as an infrastructure development agency; and
- District as a technical and institutional capacity resource (capacity building and support) to local municipalities.

These roles focused on high level planning, management, facilitation, capacity building and support rather than direct service delivery.

The organizational design of the SBDM is based on the SBDM Development Facilitation and Capacity Building / Support business model, the organizational structure has been developed based on the following principles / assumptions:

- Dedicated personnel / units to provide capacity building and support programmes to local municipalities;
- Priority focus in the design must reflect and give optimal effect to the vision, mission and the capacity building and support function;
- Appropriate organization – Form should follow function. Where it is appropriate similar related functions should be grouped;
- Clear lines of accountability including manageable span of control;
- Use of ICT – the design should exploit modern information technology to establish efficient and effective communication and information management systems;
- Flexible approach to centralization and decentralization;
- Financial sustainability – the design should be realistic in terms of SBDM's financial capacity.

Challenges
Current operational shortcoming of the structure include:

- Duplication of functions;
- Overlapping of functions;
- Inappropriate splitting of functions;
- Lack of operational integration;
- Streamline the span of control of the Municipal Manager to enhance integration, co-ordination, management and oversight;
- Identify clear reporting lines; and
- The ongoing efforts to align the organizational structure to the business model.

Initially a high level structure approved by Council on 30 May 2007 made provision for four departments namely:
- Planning and Infrastructure Services;
- Economic Development;
- Community Services; and
- Finance and Corporate Services.

The municipality reviewed the previous organizational structure arrangements resulting in the Council approving the following changes on 30 January 2008:
- The functions of Performance Management, Capacity building and SPU remain in the office of the Municipal Manager;
- The function of Disaster Management be placed under the Department: Planning and Infrastructure Services;
- The function of HIV and AIDS be placed under the Administrative Unit – Health Services which falls under the Municipal Manager;
- The function of Public Relations be placed under the Department: Finance and Corporate Services.

In line with the changes that affect the organisational structure of the District, Sarah Baartman plans to review the organisational structure to include the changes that have taken place, the review will be done in the 2016/17 financial year for implementation in 2017/18 financial year. All existing posts attached to abolished departments have been transferred to the new department or existing departments.

2.3.3 Institutional Issues – Local Municipalities – Planning unit

The table that follows illustrates pertinent operational issues as relevant to each local municipality within the Sarah Baartman District.

Table 2.7: Institutional Issues – Local Municipality Scan

ISSUES	CAMDEBOO ('12)	BLUE CRANE ROUTE	IKWEZI	MAKANA	NDLAMBE	SUNDAYS RIVER VALLEY	BAVIAANS	KOUGA	KOU-KAMMA	SARAH BAARTMAN Manager Corporate Services
Staff Establishment	504	300	72	587	466	210	112	1268	164	95
Vacancies Organizational Structure	187	24	32	100	13	51 (22 funded; 63 unfunded)	2	-	40%	16
Filled Positions	317	300	49	27(more to come)		172	110	1268	60	79
Salary % of Total Budget	28% of total Budget 36% of Opex	39,5%	46%	41%	33,.8%	32%	39%	38%	37.1%	22%
Free Basic Services (6k/ water, 50 KW Electricity)	√	√	√	√	√	√	√	√	√	√
By-laws	√ (Revised during 2012)	√	√	√	√	√	√	√	No	√
Internal Audit	√	√	√	√	√	√	√	√	√	√
Audit Committees	√	√	√	√	√	√	√	√	√	√
Revenue Collection	83%	83%	49,6%	84%	82%	65%	74%	84%	55%	√
AFS	√ Up to date until 2012/13	√	√	√	√	√	√	√	√	√
Budget	√ 2013/14 (adopted)	√	√	√	√	√	√	√	√	√
Audit Report	√ 2012/13 (qualified)	09/10	08/09	09/10	06/07	09/10	10/11	08/09		09/10
Audit	December 2013	Aug. 2010	√	√	√	16 Feb 2011	Oct 11	√		2010
MFMA Implementation (Compliance Cost)	√ MPAC in place and functioning	No Committee	No Committee	No Committee	No Committee	√	√	√	No Committee	MPAC in Place and functioning
GAMAP / GRAP Compliance	√ GRAP in place	Yes , with use of Directive 4	No	Yes	1/7/09	√	Partly done	√	No	√
SCM Compliance	√ (all in place & functioning)	√	√	√	√	√	√	√	No	√
Asset Register	√ (updated Annually)	Yes, being updated	√	√	Phase 1	√	√	√	Yes (but not up-to-date)	√
MM	√	√	√	√	√	√	√	√	√	√
CFO	√	√	√	√	√	√	√	√	√	√
Job Evaluation	96%	97%	100%	100%	Not finalised	100%	100&	Awaiting agreement	90%	98%

ISSUES	CAMDEBOO	BLUE CRANE ROUTE	IKWEZI	MAKANA	NDLAMBE	SUNDAYS RIVER VALLEY	BAVIAANS	KOUGA	KOU-KAMMA	SARAH BAARTMAN DMA
Information Management System	√	**No**	**40%**	√	√	√	√	√	√	√
Delegations	Approved but still to be implemented	√	50%	√	√	√	√	√	√	√
PMS	√ (automated system being implemented, to be cascaded)	√	60%	√ Not complete (60%)	√	√	√	√	No	√(automated system)
Skills Development Plan	√	√	√	√	√	√	√	√	√	√
Employment Equity Plan	√ (Draft only)	No	√	√	√	√	√	√	√	√
Assistance Plan	No	√	In progress	Yes	No	√	No	√	No	√
Occupational Health & Safety	√	√	No	√	No	√	No	√	No	√
Website/Communication Plan	Website : √ Communication Plan : No	√	Serv.prov appointed, reviewing website	√	√	Yes, Website No Plan	Yes	√	No	Yes
Customer Care Strategy (Batho Pele)	No	√	√	√	No	No	√	No	No	√
Indigent Policy	√	√	√	√	√	√	√	√	√	√
HIV/AIDS Plan	Draft HIV/AIDS Policy	√	48%	√	√	√	Yes	√	No	√
Focus Groups - Good Gov. Survey	No	√	√	√	√	√	Yes	√	√	NA
Programme (Youth, Gender, Disability)	√	No	√	√	√	√	Yes	√	No	√
Financial Delegations	√	√	√	√	√	√	√	√	√	√
Procurement Framework	√	√	√	√	√	√	√	√	√	√
Audit Committees	√	√	√	√	√	√	√	√	√	√
Disaster Management Plan	√ (Being Reviewed)	No	N/A	√	No	√	√	Draft	No	Yes
Project Management Unit	√	No	√	√	√	√	√	√	√	√
Organisational Structure	√ (Undergoing review)	√	√	√	√	√	Yes	√	√	√
Fin. Maintenance Budget	√	√	√	√	√	√	√	√	No	√
Capital Expenditure Budget	√	√	√	√	√	√	√	√	√	√
Number of Wards	7	5 On 1 July 2011 - 6 wards	- On 1 July 2011 – 4 wards	12 On 1 July 14 wards	9 On 1 July 10 wards	7 On 1 July 8 wards	4	10 On 1 July 2011 15 wards	5 On 1 July 2011 6 wards	NA

Source : Sarah Baartman Database

2.3.4 SBDM Capacity Challenges and Support to LMs - MM and Directors

The Sarah Baartman District Municipality is obliged in terms of section 83 (3) of the Local Government Municipal Structures Act, 1998, Act No,117 of 1998, to ensure that the nine local municipalities within the Sarah Baartman District can fulfil their responsibilities.

Programmes as contained within the SBDM's SDBIP seek to support Local Municipalities in the gaining of knowledge, communication and managerial skills necessary to address sustainable development. To operationalise this approach, the SBDM's capacity building interventions are a process that involves value added instruction, the training of trainers, activities with multiplier effects, and networking. This involves both institutional capacity-building, as well as human capacity-building.

Based on current trends Local Municipalities have been categorised per their capacity building requirements, namely:

- Kouga, Ikwezi, Blue Crane Route, Kou-Kamma, Sundays River Valley: High capacity related interventions required.
- Baviaans, Makana, Ndlambe: Medium capacity related interventions required.
- Camdeboo: Low capacity related interventions required.

2.4 INFRASTRUCTURE OVERVIEW AND ACCESS TO SERVICES

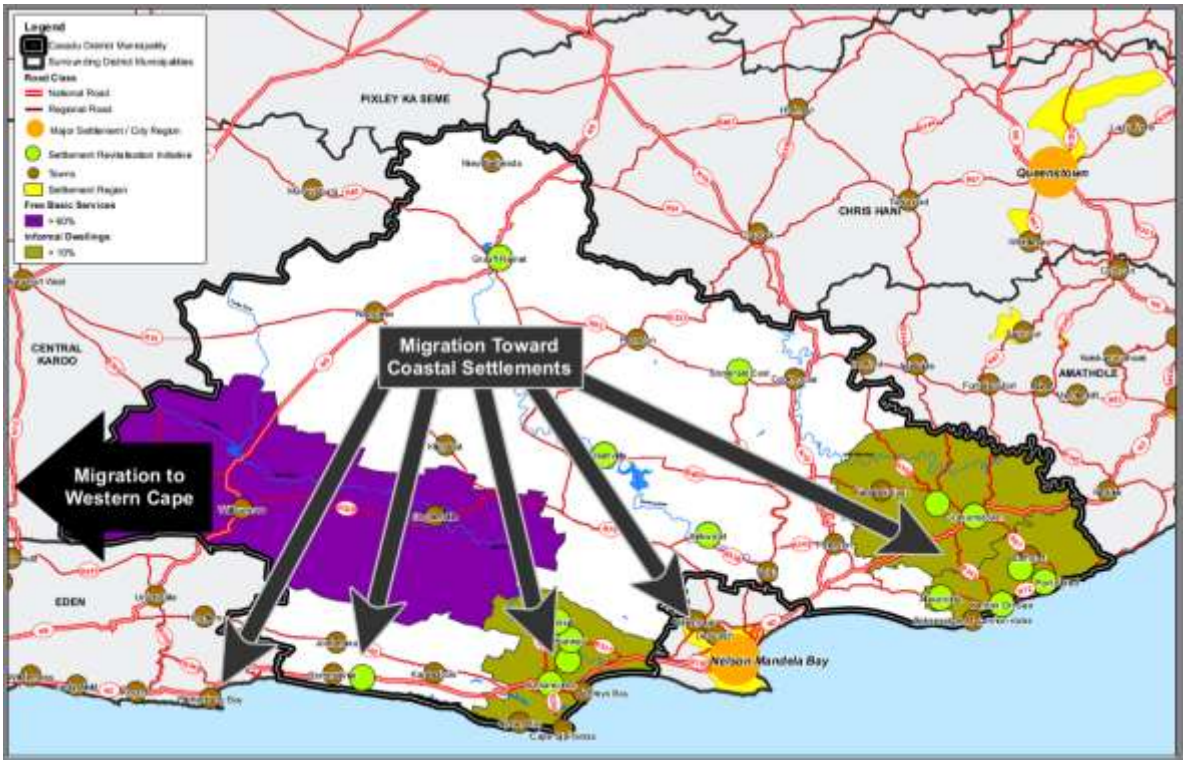
2.4.1 Spatial Development Analysis

Locational Characteristics
The Sarah Baartman area consists of a predominantly rural agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands.

The Sarah Baartman District Municipality has a land mass that is dominated by a semi-desert Karoo landscape. The area is characterised by a narrow low-lying land strip along the coast from the west (Storms River) to the east (Port Alfred). Prominent mountains and catchment areas include the Kouga Mountains in the south and the Sneeuberge north of Graaff-Reinet. The central area of the district is characterised by typical Karoo plains between Steytlerville, Jansenville and Rietbron which is periodically subject to drought conditions.

Climate
Climatic conditions in the Sarah Baartman District vary from mild conditions and moderate rainfall along the coast to harsh conditions and low rainfall in Karoo. The Tsitsikamma forest in Kou-Kamma Municipality experiences an average summer temperature of 23^0C, and a winter average of 17^0C, with an average annual rainfall of 945mm. The town of Graaff-Reinet in Camdeboo Municipality experiences average summer temperatures of 31.5^0C and winter average winter temperatures of 19.4^0C with an average annual rainfall of 255mm.

2.4.2 Settlement Patterns



The 2011 census has tried to resolve disparities in population statistics since 2001 census were conducted, according to the 2011 census information, increased population size is prominent within the Local Municipalities of Kouga, Sundays River Valley, Makana and Ndlambe which by implication will shape and influence how the District and Local Municipalities should provide for future infrastructural and service related operations and maintenance. The average number of household members in the Sarah Baartman District according to census figures is 3.6 members, the highest being in Camdeboo (4.1). As the district population continues to grow, the average household size is decreasing. This increases the infrastructure demands of the district, therefore we have to adjust our infrastructure planning to accommodate the increasing demand pressures.

2.4.2.1 Inland Areas:

Inland areas are typically characterized by a Karoo landmass which restricts agricultural production to extensive practices[3]. Extensive farming (as opposed to intensive farming) is an agricultural production system that uses small inputs of labour, fertilizers, and capital, relative to the land area being farmed. This results in typically *low* population densities and *scattered small* inland towns as employment opportunities are fewer and the demand for commercial infrastructure, less[4]. These areas are further characterized by rural depopulation which

[3]Extensive farming most commonly refers to sheep and cattle farming in areas with low agricultural productivity

[4]Note that Graaff-Reinet and Grahamstown are exceptions as discussed below.

describes the movement of people to the more densely populated 'coastal' centres in search of improved economic opportunities. Concerns associated with these low populated areas are that it becomes costly to initiate the development of new infrastructure that adequately supports residents. As a result, low populated areas generally result in low liveability due to:

- Long travelling distances to places of employment
- Low-density housing
- Inadequate facilities e.g. health, recreational, entertainment
- Poor rates base to maintain and improve infrastructure

Furthermore these lower population densities do not lessen the demand for infrastructure establishment and maintenance. These areas require housing, transport, health, education, community and safety services in the same manner as more densely populated areas.

If infrastructure grant allocation is dependent on population size, Sarah Baartman and its associated local municipalities will continue to struggle to meet the needs of these sparsely populated areas.

2.4.2.2 Coastal Areas, Grahamstown and Graaff-Reinet:

Coastal areas are characterized by higher population densities primarily due to the prevalence of intensive agricultural practices[5] which are encouraged by the higher coastal rainfall and associated fertile soils and the increased tourism potential of seaside-towns. These areas portray an urban bias which serve to attract residents from the lesser populated 'rural' areas in the search of economic opportunities and improved access to services

Grahamstown is an exception to this rule in the Sarah Baartman area. This inland town is regarded as an economic hub due to the intensive stock farming enterprises in the area and the associated economic spin-offs in terms of employment. Further, Grahamstown is an 'Academic Town' which supports a large student base and academic staff. These factors create demands for more elaborate social and economic infrastructure.

Graaff-Reinet is another inland town that has exception as it serves as the primary settlement within the Karoo providing a full range of services to the surrounding Karoo towns and broader rural area.

2.4.3 Road, Transport and Rail Network Infrastructure – Include information on Ramms

2.4.3.1 Road Network

The Sarah Baartman District is extensively covered by a network of both road and rail, with road being the preferred mode of transport. A total of 8 420km of roads cover the Sarah Baartman District. A vast portion (82% - approximately 6 880km) of the total road network are gravel roads. This is the second largest challenge the District faces, water being the largest. By their nature gravel roads are maintenance intensive and need a structured maintenance programme that will be resourced accordingly, both financially and in terms of human resources.

[5]Intensive farming or intensive agriculture is an agricultural production system characterized by the high inputs of capital, labour or heavy usage of technologies such as pesticides and chemical fertilizers relative to land area.

Sarah Baartman District Municipality in accordance with Legislation is the Planning Authority in the region for the integration of transportation planning activities. The provincial department of Transport and Public Works is the custodian of all District and major roads in the District. The National Roads are administered by the South African Roads Agency Limited (SANRAL). Local Municipalities are responsible for all internal and access roads.

Table 2.8: Length of Surfaced & Gravel Roads per LM

Municipality	Gravel Length	Surfaced Length	Total Length
Makana	588.2	169.2	757.4
Blue Crane Route	1 127.1	154.7	1 281.8
Baviaans	827.01	131.8	958.80
Ikwezi	670.1	78.7	748.7
Kou-Kamma	333.90	203.11	537.01
Kouga	305.8	226.9	532.9
Ndlambe	453.6	167.2	620.8
Camdeboo	1 057	263	1320
Sundays River Valley	536.9	204.9	741.8
Former District Management Areas	1 341.6	106.7	1 448.3
Total	**7 241.21**	**1 706.21**	**8 947.51**

Source: Sarah Baartman Database

In 2007, the national Department of Transport compiled an assessment of the municipal road network throughout the entire country. It is of great concern to note that more than 20% of the surfaced road network is in a poor or very poor condition. It is a generally accepted norm that a good road network should not have more than 5% of the surfaced roads below a fair condition, which means that the provincial road network is in dire need of rehabilitation and maintenance.

Table 2.9: Condition Index: Surfaced Provincial Roads

Road Category	Condition	Length (km)	Percentage (%)
Surfaced Roads	Very Good	58.23	3.67%
	Good	219.0	13.79%
	Fair	988.55	62.26%
	Poor	322.04	20.28%
	Very Poor	0.0	-
Total		**1 587.82**	**100%**

Source: ECDRPW Road Asset Management System

Table 2.10: Condition Index: Gravel Provincial Roads

Road Category	Condition	Length (km)	Percentage (%)
Gravel Roads	Very Good	42.45	0.68%
	Good	717.69	11.54%
	Fair	3 000.66	48.26%
	Poor	1 863.86	29.98%
	Very Poor	592.62	9.53%
Total		**6 217.28**	**100%**

Source: ECDRPW Road Asset Management System

2.4.3.2 Non-Motorised Transport

a. Animal-drawn transport

Animal-drawn carts are occasionally found in the rural areas, but no formal inventory of these vehicles has been made. These vehicles are not licensed and are not allowed on public roads, however, in certain areas, such as on the N2 and R67 near Grahamstown, owners ignore traffic rules and travel on the surfaced roadway, resulting in a major traffic safety problem.

b. Bicycle transport & facilities

There is generally no provision for bicycle travel within the SBDM. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the district, but is predominantly are creational sport activity.

c. Sidewalks and walkways

Visual assessments of the primary transport corridors in the SBDM indicate a dire need for the provision of sidewalks and walkways. Given the limited income profile of the rural population, and the close proximity of residential townships to the business nodes in most of the towns, walking is one of the main transport modes in the SBDM. Despite this, there is a distinct lack of suitable pedestrian facilities, and where sidewalks or walkways are present, these are often in a poor condition. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorized transport.

Table 2.11: Pedestrian Infrastructure requirements within SBDM

Local Municipal Area	Length of Sidewalks (km)	Length of Walkways (km)
Baviaans	10.21	4.97
Blue Crane Route	17.97	6.71
Camdeboo	14.88	4.78
Ikwezi	5.29	0.00
Kouga	31.90	7.07
Koukamma	15.69	1.75
Makana	0.00	0.00
Ndlambe	37.21	6.29
Sundays River Valley	16.53	4.70
Total	**149.68**	**36.26**

Source: Integrated Transport Plan

2.4.3.3 Scholar Transport

The majority of scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural areas, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can probably be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

Table 2.12: Modal Split for Scholars per School Type (Urban/Rural)

Mode	Percentage of Scholars per School Type	
	Urban (within town or township)	Rural
Walking	80.2	69.1
Car	5.6	0.2
Bus	5.9	14.5
Taxi	5.9	11.3
Bicycle	1.1	1.5
Other	1.4	3.4
Total	**100.0**	**100.0**

Source: Integrated Transport Plan

2.4.3.4 Public Transport

a. Mini-bus Services

There are nine registered taxi associations in the SBDM. The OLAS indicates a registered membership of 749 persons, who operate a total of 473 vehicles that have operating licenses and are operating legally. The only location where bakkie taxis were identified is in Port Alfred, but the extent of bakkie taxi utilization has not been quantified.

Table 2.13: Taxi Associations and Membership

Association Name	Abbreviated Name	Claimed Members	Members with OL's	Vehicles
Graaff-Reinet UNCEDO Service TA	USTA (Graaff-Reinet)	14	4	7
Grahamstown Taxi Association	GRATA	125	14	26
Grahamstown UNCEDO Service TA	USTA (Grahamstown)	109	13	26
Humansdorp Taxi Association	HUMATA	137	47	124
Norwich Long Distance TA (Graaff-Reinet)	NOLDTA (Graaff-Reinet)	238	58	102
Norwich Long Distance TA (Somerset East)	NOLDTA (Somerset East)			
Norwich Long Distance TA (Willowmore)	NOLDTA (Willowmore)			
Port Alfred Uncedo Service TA	USTA (Port Alfred)	126	10	18
Uitenhage & District TA (Kirkwood)	UDTA (Kirkwood)	-	121	170
Total		**749**	**267**	**473**

Source: Integrated Transport Plan

There are currently a total of 31 mini-bus taxi facilities located in the SBDM. In addition to these stops, nearly 100 major stops along these routes were identified in the 2008 CPTR.

Table 2.14: Taxi facilities in the Sarah Baartman District

Municipality	Ranks		Stops
	Formal	Informal	
Baviaans	1	0	0
Blue Crane Route	2	1	1
Camdeboo	2	1	27
DMA	1	1	0
Ikwezi	1	0	0
Kouga	3	2	9
Koukamma	0	1	0
Makana	4	2	44
Ndlambe	5	0	17
Sundays River Valley	2	2	0
Total	**21**	**10**	**98**

Source: SBDM Integrated Transport Plan

b. Bus Services

No subsidized bus services are provided within the Sarah Baartman district. Bus services in the district are therefore limited to long distance bus operations on the main routes through the district, and one private operator who is based in Jansenville and own seven buses that run from Jansenville via Uitenhage to Port Elizabeth three times per week.The routes, stops and schedule for the long distance buses that operate within the Sarah Baartman are indicated in table below.

Table 2.15: Long Distance Bus Operations

Operator	Route	Road	Stops
City to City / Translux	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
	Johannesburg / Cape Town	N9(R57), R61	Graaff-Reinett, Aberdeen
	Cape Town / Johannesburg	R61, N9(R57)	Aberdeen, Graaff-Reinett
Greyhound	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town, Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
Intercape	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
	George / Johannesburg	N9(R57)	Willowmore, Aberdeen, Graaff-Reinett
	Johannesburg / George	N9(R57)	Graaff-Reinett, Aberdeen, Willowmore
	PE / Cape Town	N2	Humansdorp, Storms River
	Cape Town / PE	N2	Storms River, Humansdorp
SA Roadlink	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
DMJ Tours	Umtata / Cape Town	R63, N9(R57), R61	Cookhouse, Somerset East, Pearston, Graaff-Reinett, Aberdeen
	Cape Town / Umtata	R61, N9(R57), R63	Aberdeen, Graaff-Reinett, Pearston, Somerset East, Cookhouse

Source: ITP data surveys 2010

2.4.3.4 Roads Prioritization Model

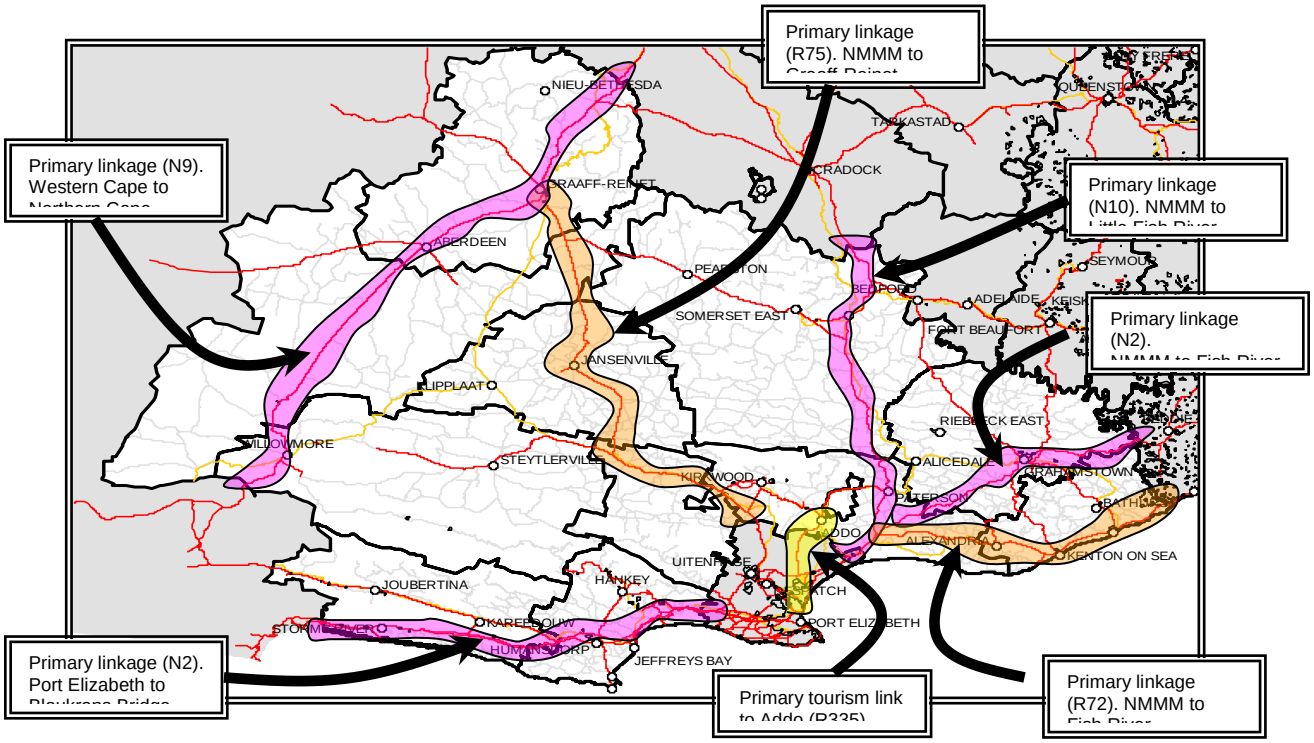
The SBDM developed a roads prioritization model to guide economic infrastructure investment and lobby with provincial and national government for funding and expenditure.

The model takes into account a number of inputs, namely:

- Road Condition
- Traffic volumes
- Road Class
- Public transport routes
- Social facilities (health, police, schools etc.)
- Gross Value Add (GVA – Agriculture & Forestry, Community, Financial, Infrastructure, manufacturing, mining and retail)
- Tourism

Weightings can be assigned to each of these factors, from which an algorithm is then generated and prioritization can then be done. Prioritization can therefore be determined for various scenarios, depending on the focus/aim of the exercise.

Figure 2.33: Significant Primary Linkages



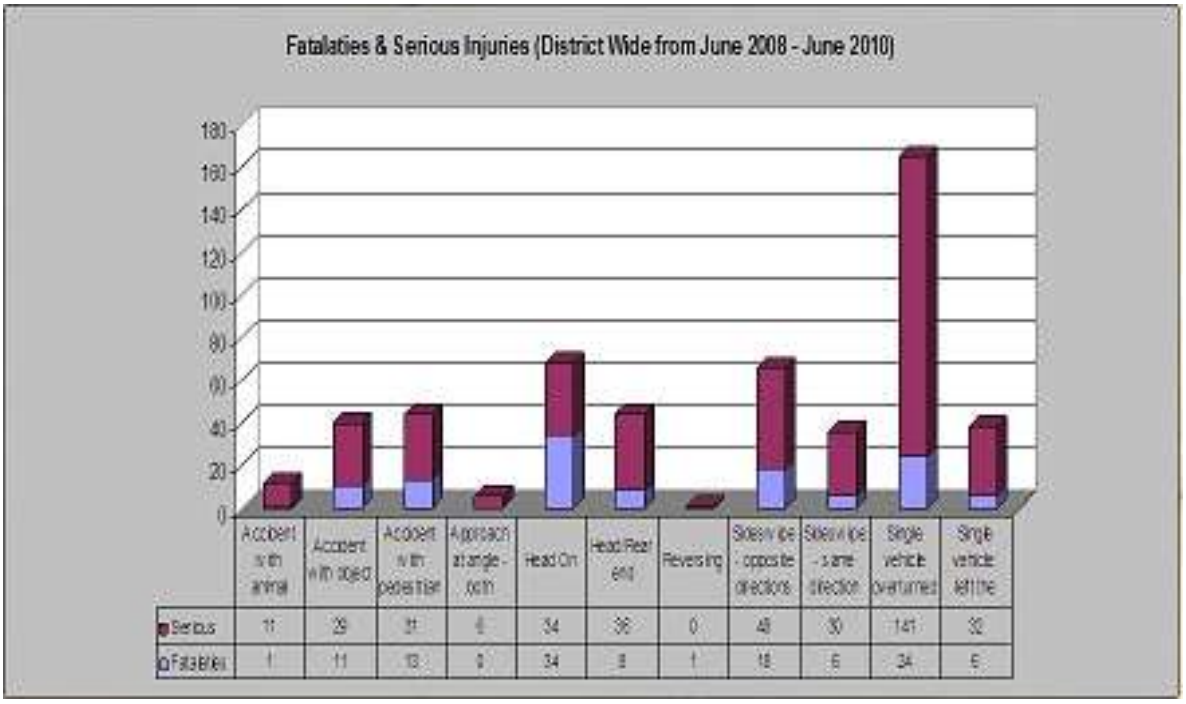
2.4.3.5 Road Safety

In an attempt to address road safety in the District the SBDM has developed a road accident database which includes the following key elements:

- An easy to use management system linked to GIS.
- Accurate locating of accidents.
- Accurate data recording and capturing.

The programme was not only developed to manage accident data and ensure proper storage but also to generate reports from the analysis done on the data. Overleaf is an example of some of the reports that can be created from the programme.

Figure 2.35: District Wide Fatalities and Serious Injuries: June 2008 to June 2010



The reports from the analysis enables the SBDM to identify areas where accident occurrences are most prevalent as well as the type of accidents that are predominant in certain areas on the road network. This therefore enables the SBDM to devise actions that would assist in reducing the rate of accidents i.e. increasing signage, upgrading intersections, increasing lighting, introducing devices that repel animals from the road etc. This also enables the SBDM to plan holistically for road safety as well as try and influence government programmes for road safety awareness campaigns.

2.4.3.6 Rail Infrastructure

The rail network that used to be a vibrant back-bone to the economy of the District has been neglected and is in a state of dilapidation resulting in the collapse of towns like Cookhouse (Blue Crane Route), Paterson (Sundays River Valley) and Klipplaat (Ikwezi). The narrow gauge line, well known as the “Apple Express”, occasionally operates leisure tours to Thornhill and Van Stadens River Bridge. Limited activity is also experienced in the Langkloof (Kareedouw, Krakeel, Louterwater, with a branch to Patensie in Kou-Kamma Municipality) used for rolling stock.

The ECDOT developed a 10 Year Rail Plan which included a status quo assessment of rail infrastructure in the Eastern Cape. The data in this section has been extracted from the status quo assessment.

ShosholozaMeyl, the long distance rail passenger service, which is part of the South African Rail Commuter Corporation, currently operates four scheduled services to and from the Eastern Cape, of which only two services traverse the Sarah Baartman District

Rail Route	**Description**	**Stops in SBDM**
Johannesburg – Port Elizabeth (Tourism class)	departs Johannesburg on Mondays and Fridays and Port Elizabeth on Tuesdays and Sundays.	Alicedale, Cookhouse, Cradock and Rosemead.
Johannesburg – Port Elizabeth (Economy class)	service runs daily in each direction except Saturday	Alicedale, Cookhouse, Cradock and Rosemead
Alicedale – Grahamstown branch	A two coach passenger train transport passengers between Alicedale and Grahamstown	Alicedale and Grahamstown
Uitenhage – Klipplaat – Willowmore branch line	Only freight trains operate along this line, usually 10 – 16 wagons	
Cookhouse – Fort Beaufort – Blaney branch line	Only freight is being transported	
Addo – Kirkwood branch line	Six to fifteen wagon trains	
Port Elizabeth – Avontuur branch line	Narrow gauge branch line (610mm versus the 1067mm). it does not connect to the rest of the rail network and it does have its own serviceable locomotives and rolling stock	

2.4.4 Water Resources

The acquisition and provision of water resources in the Sarah Baartman District is a challenge. The District depends predominantly on ground water for human consumption and agricultural activity, which is one of the drivers of the economy in the District.
The low inland rainfall results in sporadic droughts consequently drying up supply boreholes to towns and villages. The water quality during these periods deteriorates to levels that are unsafe for human consumption. As a result of water being a scarce resource in Sarah Baartman, there are competing demands between servicing the community and servicing agricultural production.
Drought conditions resulting in water shortages have been experienced in Willowmore, Steytlerville (Baviaans Municipality), Jansenville (Ikwezi Municipality), Port Alfred (Ndlambe Municipality) and in Graaff-Reinet (Camdeboo Municipality).

A particular challenge exists in the town of Paterson (Sundays River Valley Municipality), where borehole exploration has not yielded any results. The town is currently experiencing a water crisis; this is exacerbated by the influx of people in search of government subsidized housing in the area. Along the coastal areas, in Ndlambe and Kouga in particular, there is a seasonal demand that doubles the normal demand over the holiday seasons. This has resulted in water shortages in the tourist towns of Port Alfred, Kenton-on-Sea (Ndlambe Municipality) and in Jeffreys Bay and Cape St Francis (Kouga Municipality).

Bulk services in the District are under pressure due to overloading and the lack of ongoing maintenance.

Table 2.16: Major Predominant Dams in Sarah Baartman District

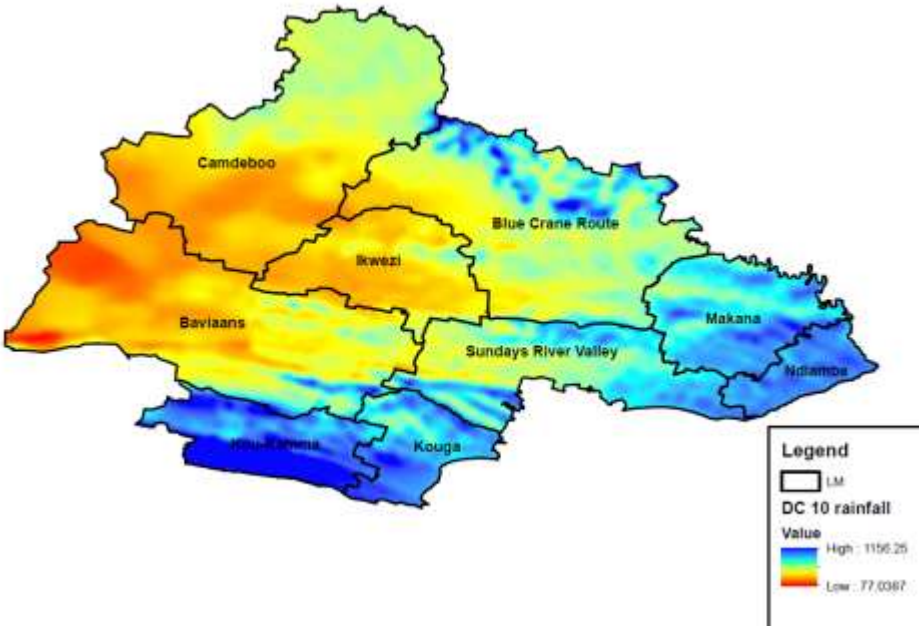
MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
CHURCHHILL &IMPOFU	KROMME RIVER	KOUGA	DOMESTIC & IRRIGATION
LOERIE	KROMME RIVER	KOU-KAMMA	DOMESTIC
BEERVLEI	GROOT RIVER	BAVIAANS	FLOOD RETENTION
KOUGA	KOUGA RIVER	KOUGA	DOMESTIC & IRRIGATION
TRANSFER SCHEME - UITKYK SCHEME - GLEN MELVILLE DAM	ORANGE RIVER via FISH RIVER INTO SUNDAYS RIVER	BLUE CRANE SUNDAYS RIVER VALLEY MAKANA	DOMESTIC & IRRIGATION DOMESTIC & IRRIGATION

Source: Sarah Baartman Database

The three major dams, Churchill, Impofu and Loerie are situated in Kouga and Kou-Kamma Municipalities, and predominantly serve the Nelson Mandela Metro, with limited supply to Humansdorp, Jeffreys Bay and St Francis Bay. The transfer schemes were developed predominantly to serve the agriculture sector in the District. There is one water board in Ndlambe Municipality, the Albany Coast Water Board that services Bushmans River Mouth and Kenton-on-Sea. All nine (9) Local Municipalities in Sarah Baartman District are Water Services Authorities.

The District has embarked on a Rainwater Harvesting project where it is envisaged that all low income households within the District will be equipped with rainwater tanks and gutters so as to harvest rainwater in order to substitute municipal supply. This will hopefully alleviate increasing demand on municipal supply.

A: <u>Rainfall for the Sarah Baartman District Municipality</u>



The above maps shows rainfall patterns with the district. The coastal belt has the highest rainfall annually, the level of rainfall decreases as we move inland.

Table 2.17: Funding Requirements for Rainwater Harvesting

LOCAL MUNICIPALITY	FUNDING REQUIRED
Camdeboo	R36,368,000
Blue Crane Route	R31,049,000
Ikwezi	R10,157,000
Makana	R5,918,000
Ndlambe	R3,500,000
Sundays River Valley	R5,670,000
Baviaans	R14,250,000
Kou-Kamma	R41,470,000
Kouga	R10,270,000

Source:South African Weather Service

2.4.5 Water & Sanitation

Municipalities in the Sarah Baartman District have achieved marked improvements in both the provision of water and sanitation. The number of households with water on site is almost double the Eastern Cape provincial average.

Table 2.18: Access to water

Municipality	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water
Sarah Baartman DM	63,171	42,403	11,416	3,509	12,554
Camdeboo	7,205	5,680	224	73	719
Blue Crane Route	5,178	3,950	303	149	1,024
Ikwezi	1,279	1,367	32	10	393
Makana	10,792	7,787	2,162	460	1,827
Ndlambe	6,559	8,954	1,563	486	1,670
Sundays River Valley	5,011	5,780	1,562	805	2,550
Baviaans	3,453	1,171	264	106	783
Kouga	16,527	5,823	5,095	1,280	1,256
Kou-Kamma	7,166	1,892	211	139	2,333

Source: Global Insight 2012

Table 2.19: Access to Sanitation

Access to Sanitation	Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit latrine with ventilation (VIP)		Pit latrine without ventilation		Bucket latrine		None	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Eastern Cape	30.9	31.1	2.2	1.3	2.0	0.6	5.6	7.2	23.1	33.9	5.6	4.0	30.6	21.8
Sarah Baartman DC	40.3	67.8	11.1	3.5	0.8	0.0	5.3	0.1	16.2	4.9	14.3	14.5	12.0	9.3
Camdeboo	68.7	85.8	7.0	0.8	0.1	0.0	4.3	0.0	3.2	9.4	11.2	0.6	5.5	3.4
Blue Crane	47.1	74.2	4.1	0.0	2.5	0.0	1.4	0.0	8.0	0.0	20.1	25.8	16.7	0.0
Ikwezi	17.7	66.7	11.4	0.0	0.1	0.0	4.8	0.0	2.8	11.6	48.8	21.7	14.5	0.0
Makana	34.1	57.1	2.9	1.6	0.2	0.0	7.9	0.0	13.6	2.9	29.7	17.5	11.6	20.8
Ndlambe	24.3	44.7	27.3	4.7	0.5	0.0	5.8	0.7	28.0	0.7	0.6	17.0	13.6	32.2
Sundays River Valley	24.0	58.8	4.8	0.0	1.6	0.0	8.7	0.0	40.7	28.5	6.5	12.7	13.7	0.0
Baviaans	30.3	34.8	21.7	14.5	0.4	0.0	5.8	0.0	11.4	0.0	19.0	47.5	11.3	3.2
Kouga	51.8	75.2	10.8	7.9	0.7	0.0	2.5	0.0	9.8	1.5	13.3	11.8	11.0	3.5
Kou-Kamma	50.6	88.8	12.3	5.0	1.3	0.0	5.1	0.0	15.5	0.0	5.5	6.2	9.8	0.0

Source : Population Census 2001 & Rapid Services Survey 2006

2.4.6 Provision of Housing

There is a considerable housing need particularly within the emerging southern settlements of the District. The tables below indicate current and completed projects with respect to the Local Municipalities within the SBDM's area of jurisdiction. Information was derived from the Housing Sector Plans of Local Municipalities for the period 2011 to 2016:

Major issues pertaining to housing and settlement aspects within the District include the following:

- The non-availability of the land to address current housing demand, available land is owned by private owners which are intensively used mainly for agriculture, SAN Parks and state land.
- The continued influx of migrants to the area in search of employment opportunities, some short term in the fishing and tourism industry and by farm workers after the fruit harvesting season is over which is the major concerns with regards to housing delivery.
- The isolated settlements and nodes classified as Rural Nodes that are located away from existing community services, often contain low population thresholds that cannot support the essential Community Facilities and are difficult and expensive to provide with bulk and internal services to a level equivalent to settlements in the bigger Urban Areas.
- There has been a rapid increase of informal settlements in and around small towns within the District due to the changing pattern of labour utilisation on farms.

2.4.7 Electricity

Although the distribution network within the District can generally be regarded as reasonable, slight disparities exist between varying local municipalities due to the nature of their location. Although the majority of the communities of most Local Municipalities have direct access to electricity, a significant capital outlay is envisaged in order to upgrade both the urban and rural networks.
Backlogs with respect to electricity provision within the District are indicated by the table below.

Table 2.21: Electrification Backlog

LOCAL MUNICIPALITY	NUMBER OF HOUSEHOLDS
Camdeboo	-
Blue Crane Route	-
Ikwezi	-
Makana	2378
Ndlambe	-
Sundays River Valley	-
Baviaans	149
Kouga	-
Kou Kamma	-

2.4.8 Free basic services

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the District. Municipalities attempt to update their indigent register annually, but this is not always feasible due to lack of funding. This ultimately results in questioning the credibility of the register and the associated credit control policy governing it.

A summary of free basic services within the District is illustrated by the table below.

Table 2.22: Sarah Baartman free basic energy & refuse removal status quo report

FREE BASIC ENERGY & REFUSE REMOVAL STATUS QUO REPORT Oct –Dec. 2012						
Municipality	**Total No. Of H/holds**	**Total No. Of Indigent H/holds**	**No. Of Indigent H/holds provided by Eskom**	**No. Of Indigent H/holds provided by Municipality**	**No. Of Indigent H/holds accessing Alternative Energy**	**No. Of Indigent H/holds accessing Refuse Removal**
Sarah Baartman DM	509	190	190	0	0	0
Baviaans LM	3 325	2 249	280	1 969	0	2205
Blue Crane LM	7 824	3757	0	3757	0	3757
Camdeboo LM	8 677	4384	0	2 471	0	4 384
Ikwezi LM	2 576	1 252	819	425	0	1 252
Kouga LM	19 390	5270	1 743	3245	0	5257
Kou-Kamma LM	6020	1537	678	859	0	1537
Makana LM	18 997	7 674	5133	459	0	7674
Ndlambe LM	26873	9007	5548	0	0	9007
Sundays River Valley LM	13 100	7800	1000	587	0	2281

Table 2.23: Eastern Cape free basic water and sanitation status quo report

FREE BASIC WATER AND SANITATION STATUS QUO REPORT Oct – Dec. 2012				
Water Service Authority	**Total No. of Households**	**Indigent Households**	**No. of Indigents Served with FBW**	**No. of Indigents served with Free Basic Sanitation**
Baviaans LM	3 325	2 249	2205	2205
Blue Crane LM	7 824	3672	3672	3672
Camdeboo LM	8 677	4 534	4 534	4 534
Ikwezi LM	2 576	1252	1252	1252
Kouga LM	19 390	5270	5270	4091
Kou-Kamma LM	6020	1537	1537	1537
Makana LM	18997	7674	7674	7674
Ndlambe LM	26873	9007	9007	9007
SRV LM	13000	7800	7800	1 207

2.4.9 Access to Social Grants

Due to the high unemployment, a significant portion of the population is dependent on social grants. Dependency on social grants is reflected by the table below (as provided by SASSA, 2009) which are categorised per SASSA's sub-regions.

The predominant type of grant is for child support followed by old age and permanent disability. There has been a gradual increase in social grant expenditure in the Sarah Baartman District increasing to R 59,736,423.00 in the 2009 financial year from R 59,068,286.00 in the 2007 financial year.

Table 2.24: Social Grant expenditure in Sarah Baartman 2007-2009

Source: SASSA, 2009

	2007			2008			2009		
Office	**No. of Beneficiaries**	**No. of Children**	**Expenditure**	**No. of Beneficiaries**	**No. of Children**	**Expenditure**	**No. of Beneficiaries**	**No. of Children**	**Expenditure**
Sarah Baartman	**88465**	**72693**	**R 59,068,286.00**	**88790**	**73370**	**R 59,297,900.00**	**89416**	**74227**	**R 59,736,423.00**
Graaff-Reinet	**28964**	**23928**	**R 19,915,345.00**	**29043**	**24070**	**R 19,963,502.00**	**29233**	**24316**	**R 20,094,643.00**
Care Dependency	208	208	R 210,080.00	206	206	R 208,060.00	213	213	R 215,130.00
Child Support (0-15)	14051	22253	R 5,340,720.00	14087	22338	R 5,361,120.00	14203	22548	R 5,411,520.00
Foster Care	1051	1467	R 997,560.00	1085	1526	R 1,037,680.00	1098	1555	R 1,057,400.00
Grant in Aid	435		R 104,400.00	456		R 109,440.00	451		R 108,240.00
Old Age	7804		R 7,807,191.00	7826		R 7,824,148.00	7839		R 7,834,631.00
Permanent Disability	5177		R 5,215,348.00	5149		R 5,187,068.00	5186		R 5,222,646.00
Temporary Disability	230		R 231,806.00	227		R 228,776.00	236		R 237,866.00
War Veteran	8		R 8,240.00	7		R 7,210.00	7		R 7,210.00
Grahamstown	**34253**	**24953**	**R 23,009,991.00**	**34337**	**25153**	**R 23,072,349.00**	**34548**	**25396**	**R 23,217,303.00**
Care Dependency	353	357	R 360,570.00	346	350	R 353,500.00	346	351	R 354,510.00
Child Support (0-15)	16026	22771	R 5,465,040.00	16081	22892	R 5,494,080.00	16169	23052	R 5,532,480.00
Foster Care	1407	1825	R 1,241,000.00	1465	1911	R 1,299,480.00	1522	1993	R 1,355,240.00
Grant in Aid	764		R 183,360.00	754		R 180,960.00	762		R 182,880.00
Old Age	9942		R 9,951,232.00	9962		R 9,967,907.00	10000		R 9,996,870.00
Permanent Disability	5258		R 5,301,519.00	5247		R 5,290,481.00	5323		R 5,366,811.00
Temporary Disability	498		R 502,120.00	477		R 480,791.00	421		R 423,362.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
Humansdorp	**25248**	**23812**	**R 16,142,950.00**	**25410**	**24147**	**R 16,262,049.00**	**25635**	**24515**	**R 16,424,477.00**
Care Dependency	137	138	R 139,380.00	136	137	R 138,370.00	134	135	R 136,350.00
Child Support (0-15)	14317	22489	R 5,397,360.00	14411	22716	R 5,451,840.00	14534	23007	R 5,521,680.00
Foster Care	849	1185	R 805,800.00	921	1294	R 879,920.00	975	1373	R 933,640.00
Grant in Aid	186		R 44,640.00	187		R 44,880.00	190		R 45,600.00
Old Age	5745		R 5,710,429.00	5771		R 5,732,692.00	5817		R 5,772,745.00
Permanent Disability	3724		R 3,755,126.00	3705		R 3,735,242.00	3710		R 3,739,669.00
Temporary Disability	285		R 285,065.00	274		R 273,955.00	270		R 269,643.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
District Total	**88465**	**72693**	**R 59,068,286.00**	**88790**	**73370**	**R 59,297,900.00**	**89416**	**74227**	**R 59,736,423.00**

2.5 SAFETY & SECURITY

2.5.1 Crime Statistics and Trend Analysis

The following graph and map represent the overall crime reports per policing district. The challenge with linking safety information with municipal information is the deference in municipal boundaries and Police Precinct. The analysis will identify the crime trend of the district municipal area between the period of April 2012 to March 2013 and also the change in crime stats between the 2012 and 2013 year. Sarah Baartman

Crime Map

The Heatmap displays all the precincts in South Africa to you. Each precinct is colour coded. The number of total crimes for the category or categories you have chosen are sorted numerically and then divided into 5 blocks, called quintiles.

The first quintile contains the precincts in the bottom 20%, so they have the least crimes. They are shown in green. The fifth quintile contains the precincts that have are in the top 20% in terms of number of crimes, in other words they have the most crimes. They are shown in red. Therefore the colour of the precinct, from green to orange to red, indicates how many crimes it has in comparison to the others.

LEGEND20% Percentile Station Grouping:	0-20%	20%-40%	40%-60%	60%-80%	80%-100%

Source: Crime statssa, 2015

The SAPS statistics show low levels of crimes in the district compared to the overall provincial crime statistics. The urban police districts of Grahamstown, Graaff-Reinet and Humansdorp are areas of concern for the district,. Grahamstown in the Makana municipality is part of the top percentile of police stations grouping related to reported crimes,. This means crime is more

prevalent in the Makana area of the district. This means greater focus should be placed on the Grahamstown area in providing support to victims of these offences.

Contact or Violent Crimes

According to the Statistics released by the South African Police Services, certain contact or violent crimes pose a more serious threat to communities than crime in general.

Contact or Violent Crimes such as Murder, Attempted Murder, Sexual Offences, Aggravated Robbery and Common Robbery are not ranked amongst the Top Ten Crimes committed in the Sarah Baartman District. These crimes do however present a distinct threat to society and are an indication of social and socio-economic circumstances.

2.6 HEALTH ANALYSIS

2.6.1 HIV and Aids

The District Municipality in partnership with the Sarah Baartman Department of Health and the various non-governmental organizations located in Sarah Baartman conducted several HCT campaigns to educate people about HIV and Aids and to encourage them to test in order to know their status. Also several candle lights memorials were held across the district in commemorating those who have died because of HIV and Aids and the families that were/are affected by this disease.
According to the Sarah Baartman Eastern Cape Department of Health, the HIV and Aids prevalence rate in Sarah Baartman District has fluctuated over the period of 2002 to 2010. It has been observed that the HIV prevalence rate is high for women than men and affects mostly women aged between 25-29 years of age.

Table 2.29: HIV and Aids Prevalence EC vs SBDM

YEAR	EASTERN CAPE	SARAH BAARTMAN DISTRICT (DC10)
2002	23.6	16.8
2003	27.1	20.2
2004	28.3	19.0
2005	28.5	20.9
2006	28.6	22.8
2007	28.8	20.0
2008	27.6	23.8
2009	28.1	24.3
2010	29.9	20.7

Statistics as per Sarah Baartman Department of Health: 2011

The District target set for the region: 87072

- Camdeboo LSA = 23357
- Kouga LSA = 33885
- Makana LSA = 29830

In Sarah Baartman in general the HCT testing rate is above 90%, and below are the results per Local Service Area.

Table 2.30: HIV and Aids testing results

ELEMENT	CAMDEBOO LSA	MAKANA LSA	KOUGA LSA
HCT tested positive rate	6.2 %	9.1%	11%
HCT adult male tested positive rate	4.5%	10.6%	10.2%
HCT adult female tested positive rate	8.1%	8.5%	12.4%
HCT child tested positive rate	3.9%	4.8%	3.3%
HCT client screened for TB rate	68%	89%	46%
HCT client referred for clinical diagnosis of TB rate	11%	11%	6.7%
ART HIV/TB co-infection rate	17.1%	24.6%	0%
ART pregnant women initiation rate	17.2%	7.4%	0%
ART infants under 1 year initiation rate	13.3%	1.7%	0%

Currently in Sarah Baartman accredited ART sites are as follows:

- 47 clinics,
- 9 hospitals
- 4 TB hospitals and
- 1 Psychiatric Hospital
- 7 Mobile Clinics

2.7 ENVIRONMENTAL ASPECTS

2.7.1 The Natural Environment:

The diversity of the District's vegetation is reflected in the highly variable mosaic of geomorphology, topography, soil types, climate and rainfall that occurs in the region. The Sarah Baartman District Municipality includes elements of six biomes, i.e. the Fynbos, Subtropical Thicket, Forest, Succulent Karoo, Savannah and Grassland, which occur along with coastal vegetation, wetlands, pans and riverine vegetation types. Thicket (arid thicket, valley thicket, thicket and dune thicket), with greater than 65% coverage, is the predominant vegetation type of the District. Large contiguous patches of Fynbos occur in the central mountainous areas and western coastal forelands of the region. Smaller isolated patches of coastal, afromontane and Thornveldt forests, Alexandria grassland, Thornveldt, karoo and broken veldt are widely distributed through the District.

The biomes represented in the District contain biodiversity of high global and national significance. Three of these fall within globally recognized biodiversity hotspots, namely the Cape Floristic Region, the Succulent Karoo Hotspot and the Maputaland-Pondoland-Albany Hotspot. The National Spatial Biodiversity Assessment (2004) identified nine broad priority areas for conservation action in South Africa and three of these are represented within the SBDM.

2.7.2 Bioregional Planning and Programmes:

The bioregional programmes – Cape Action for People and the Environment (CAPE), Subtropical Thicket Ecosystem Project (STEP) and the Succulent Karoo Ecosystem Plan (SKEP) converge in the area of the Sarah Baartman District Municipality. The outcomes and products of these bioregional programmes and their associated projects, provide the SBDM and the local municipalities in the District with environmental tools and guideline for planning and

decision-making in their IDPs. These bioregional programmes specifically seek to align local economic and social development needs of the region with biodiversity conservation targets.

Linked to these programmes, there are a number of landscape scale initiatives being implemented in the area of the Sarah Baartman District, including the Garden Route Initiative, the Baviaanskloof Mega Reserve Project and the Greater Addo Elephant Park Project. These projects have as their primary aim the conservation of critical biodiversity and ecosystems, but they also provide vehicles for addressing social and economic upliftment through community involvement.

2.7.3 Ecosystem status:

According to the STEP Handbook and Mapbook, the Sarah Baartman District includes a number of areas of high conservation importance, including three priority river corridors and extensive areas along the coast and central interior that are considered critically endangered, threatened and vulnerable.

According to the National Spatial Biodiversity Assessment (2004), all of the main river systems in the Sarah Baartman District are endangered or critically endangered and much of the region is highly susceptible to alien plant invasion. The temporary open estuaries and estuarine lakes that abound along the coast are either vulnerable or threatened and the permanently open estuaries are endangered. All of these estuaries are either hardly protected or not protected at all.

2.7.4 Protected areas in the Sarah Baartman District:

The area of the Sarah Baartman District Municipality includes a wide range of formally protected areas that vary considerable in size and geography. These protected areas range from national parks (Camdeboo, Tsitsikamma and Addo), provincial reserves (e.g. Baviaanskloof – which is also a world heritage site, Groendal, parts of the Great Fish River Reserve complex, and a number of smaller reserves, including Waters Meeting 1 & 2 and Thomas Baines) and numerous municipal reserves, e.g. Kap River, Loerie Dam, Gamtoos Coastal, Huisklip and Great Fish River Wetland. These reserves all contribute significantly to the protected area estate of the District and the Province.

2.8 ECONOMIC ANALYSIS

2.8.1 SBDM's Economic Base

Sarah Baartman ranks as a third largest economy of the province. The two predominant economic sectors within the District are agriculture and tourism.

The following section attempts to gauge the current and potential impact of these industries on the immediate spatial setting and surrounds.

2.8.1.1 Agriculture, the Economy and Social Impact:

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.
Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also

exported. Cattle and dairy farming are dominant in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The Langkloof valley is home to deciduous and stone fruit production. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Fruit is exported through Port Elizabeth. Commercial forestry is established around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

Manufacturing, focused on agro-processing, is a relatively small sector, providing only 10% of value added and 7% of employment. Agro-processing is currently limited to food and dairy. Furniture production is present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in district towns focus on specialty products ranging from hand knitted mohair items to essential oils.

The main challenges of the Sarah Baartman District in terms of monopolizing the impact of the agricultural sector are to:

- Expand formal agricultural production;
- Reduce the dependency of the economy on 'pure' agriculture by establishing agro-processing industries[6];
- Consolidate and expand the small specialist industries to benefit from formalized marketing campaigns and product and skills development initiatives.

2.8.1.2 Tourism, the Economy and Social Impact:

Tourism is well established in Sarah Baartman. Tourism attractions include the well-known Tsitsikamma National Park, the Baviaanskloof Mega-Reserve (a World Heritage Site) and the Addo Elephant National Park and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaff-Reinet is commonly visited for its history and architecture.

This economic sector has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district with economic spin-offs in terms of retail, accommodation, hospitality etc.

According to the Sarah Baartman District Municipality's Tourism Master Plan, it can be calculated that tourism contributes as follows to the local economy:

- R 2 676 000.00 in direct tourism income;
- R 6 803 000.00 contribution to the Gross Domestic Product (GDP) by the tourism sector;

[6]Agro-processing refers to the process or action taken by manufacturers of changing raw agricultural products into consumable entities. These actions could include: cutting, milling, fermenting, roasting, blending, drying, extracting etc.

- R 1 012 200 000.00 total economic activity generated by tourism;
- Supports 1 936 jobs in the tourism industry;
- Supports a total of 4 413 jobs within the tourism economy;
- Supports the equivalent of 294 SMMEs in the tourism economy.

Socially, tourism has positive and negative impacts on the accommodating areas. Potential positive impacts of tourism include:

- Improvement in skills and education through training in tourism and hospitality – examples include: The Wilderness Foundation / UmziWethu Training Academy for Displaced Youth, the SA College for Tourism and the 3-year EISS BCOM in Hospitality Management;
- Improvement in economic circumstances through improved income from tourism employment;
- Improved employment of women.
- Improvement in local living standards due to increased job opportunities associated with the tourism industry;
- The potential to establish tourism related SMME's in response to new markets for local products;
- The improvement of local infrastructure and services, improved retail, recreation and cultural facilities supported by an increase in municipal revenue derived from tourism activities and the demand for higher service standards by national and international tourists;
- Improvement in skills levels to satisfy the needs of the tourism industry and economy;
- The provision of an attractive, clean and unpolluted environment for tourists and residents alike;
- Improved conservation of local heritage, culture and resources.

2.8.1.3 Other Relevant Economies:

Government services play a significant role in the economy, providing 28% of added value and 23% of formal employment.

2.8.2 Potential within the District

The SBDM is the third largest economy in the Eastern Cape, the largest economy outside the mostly "urban economies" of the Nelson Mandela Bay Municipality and Buffalo City Municipality. The predominant sectors in terms the District's economy are agriculture and tourism, contributing approximately R690 million and R680 million respectively to the Gross Geographic Product (GGP) of the District and therefore it is within these sectors that the greatest potential for economic development lies.

Agriculture

In terms of agriculture and agro-processing, based on a study[7] commissioned by SBDM that evaluated the status quo of agriculture in SBDM, international and local trends and value adding opportunities, the subsequent agro-processing opportunities in the Sarah Baartman region were identified. Many of the opportunities are also couples with the expansion of agricultural production to supply raw materials to the identified potential/new agro-processing facilities.

- Red meat industry with specific reference to beneficiation of by-products (hides and carcass meal in particular)
- Mohair industry (Goat population and thus mohair fibre volumes need to be increased to fit growing demand for meat and natural fibre in particular)
- Poultry industry including ostriches (with specific reference to the opportunity of free range chickens)
- Vegetable processing (both hot and cold processing)
- Renewable energy from biomass, the manufacturing of organic compost and charcoal (biochar) from biomass

In addition, the following opportunities exist in terms of renewable energy:

- Wind generation initiatives in the Sarah Baartman District are fast growing with a large number of generation facilities under investigation, as eight of the thirteen approved wind farm developments are to be developed in the district
- Opportunities in terms of energy generation from biomass and the manufacture of biofuel are possible, large scale biomass production is dependent on agricultural infrastructure, sustainability and possible environmental impact.
- hydro power generation capacity / potential, potential exists in the Blue Crane Route region along the Fish River.

The importance of wind energy generation in the district has been confirmed by the announcement by the Department of Energy in terms of successful wind farm developments, as eight of the thirteen approved wind farm developments are to be developed in the district, with an additional two wind farms to be developed in Nelson Mandela Bay Municipality. The two largest energy generating wind farms, i.e. Amakhala Emoyeni (phase 1) (137.9MW) and Cookhouse Wind Farm (135MW) are to be developed in the district. The Blue Crane Route region has been identified by the National Department of Environmental Affairs as one of three potential wind generation 'preferred locations' in the country.

Animal and pet feed industry

Essential and culinary oils production

- Development of the oil seed production industry in the Eastern Cape for oil extraction and animal feed (linked with the option of importing grains through Coega). The realistic potential and possible strategy to achieve this should be investigated. · An aromatic plant propagation

[7]Source: *Niche Agro-Processing Opportunities in Sarah Baartman District Municipality (July 2011)*

centre (nursery) could be established to supply high quality and the correct variety plant material to outgrowers in the SBDM.

- Development of outgrower aromatic plant production units (select cultivars suited to arid agriculture) to create economies of scale and the variety of produce to establish a viable essential oil production unit.
- Link vegetable oil extraction with proposed bio-diesel manufacturing plants for Coega – the processes are similar and would require only a few additional processes to create cooking oil for human consumption (used cooking oil should also be supplied to bio-diesel unit). The soya cake by-product from these processes should also be taken up by animal feed manufacturing plants for animal feed manufacturing – there is a high demand for soya cake nationally.

Apiculture (Beekeeping) for honey and related value added products as well as the "pollination industry"

- There is a definite market and demand for increased honey production for both local markets, as well as export markets due to the high quality and "brand" of South African honey that already exist in countries which are high importers of honey, like Japan and Germany. Increased production sites could be established in SBDM to act as outgrowers to existing honey processors with existing infrastructure in SBDM.
- SBDM Organised and properly managed pollination services are and will increasingly be a demand from commercial fruit farmers in SBDM, as well as farmers in the rest of the Eastern Cape (with special reference to the focus on berry production in the Amathole District).

Exotic fruits (with specific reference to "arid commodities", including pomegranate, fig and prickly pear)

- Based on the suitability for the production of exotic fruits in the Blue Crane Route geographical area, as well as the abundant water (compared to the rest of the SBDM), the development of orchards in this area is proposed to supply local (SBDM and South African) as well as export markets.
- Training and extension services could be provided by experienced producers and consultants from the Western Cape to farmers that are relatively new to exotic fruits in SBDM (capacity has already been built in the Western Cape which can be transferred).
- There is potential for local economic development through entrepreneurial value adding and processing of exotic fruit in jams, preserves, sauces, dried fruit, etc. – cottage industries could over time develop into commercially sustainable businesses. In conjunction with other plans of developing the animal feed industry of SBDM, there exists an opportunity to manufacture shelf stable animal feed pellets from the cyclodes of the prickly pear plant.

Pig (pork) industry

- Based on the feedback from the champions of the pig industry in SBDM, definite opportunities exist to increase proper pig fattening units. Good breeding material is available in the Eastern Cape, which is currently exported in high quantities to the northern part of the country to be fattened intensively (due to their access to cost effective feed).
- The supply of lighter pigs to the abattoirs could address a specific market segment which has been identified by the private sector, although these pigs are not currently readily available in the SBDM
- The development of a meat processing facility at the old *Abakor* abattoir, near Port Elizabeth, to utilise pork and other red meat for the manufacturing of value added products such as patties, sausages and a range of processed meats (preferably also establish and build a brand for these products).

In addition, definite opportunities in other dominant agricultural sectors in Sarah Baartman also exist and should not be disregarded. However, it should be noted that these industries have reached progressive states of development and already receive support in terms of research and investments into the development of further value addition, including support from SBDM. A brief overview of these sectors and related opportunities are included below.

- Citrus

Oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Sarah Baartman district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaat in Ikwezi, the Aberdeen Plain west of Willowmore and in the Kou-Kamma Municipality around Kareedouw. Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

- Pineapple

The Sarah Baartman District and more specifically, Ndlambe Municipality is a major producer of South African Pineapples. The pineapple beneficiation project, managed by NNIP (Pty) Ltd is predicated on the beneficiation of previously wasted pineapple plant material upon which the pineapple fruit grows. The successful implementation of this project will be of enormous economic benefit to the pineapple growers and the pineapple processing industry.

- Honeybush Tea

This crop grows along mountain slopes in the Langkloof area in Kou-Kamma. South Africa produces only 200 tons of honeybush tea per year. The industry has seen an improvement in the quality of tea and the establishment of export standards with the construction of a large processing and packaging facility in Mossel Bay. Honeybush tea has a growing export market.

- Deciduous fruit

The main deciduous-fruit producing areas of South Africa are situated in the Western and Eastern Cape provinces, mainly in areas where warm, dry summers and cold winters prevail. In the Eastern Cape, the Langkloof Valley is home to apply and pear production.

Apples could also be produced in the western Aberdeen Plains and in the northern parts of the Camdeboo Municipality. The production of these areas has a yield potential of between 30 and 50 tons per hectare. The major restriction for the western parts of the Aberdeen Plain will be the availability of sufficient water for irrigation.

Pears are only marginally suitable under irrigation in the western Aberdeen Plains and in the north of Camdeboo, with a potential yield capability of 15 to 30 tons per hectare.

- Dairy

The commercial diary industry of the Eastern Cape has its base in the Tsitsikamma area. The Eastern Cape produces approximately 20.5% of the country's total milk supply. The areas with the highest dairy production potential are mostly in the southern parts of Kouga and Kou-Kamma Local Municipalities. The other areas mildly suited to dairy production are in the municipalities of Sunday's River Valley, Makana and Ndlambe.

- Chicory

Chicory is grown exclusively in the coastal areas around Alexandria, where Chicory SA has established a drying plant. The dried chicory is all consumed within South Africa and is sold to coffee manufacturers nationwide. Currently there is a challenge in terms of excess supply, owing to traditional markets purchasing chicory from international suppliers, at a lower price than is possible for the domestic suppliers. An intervention is required to assist the industry.

- Natural fibres industry

The Natural Fibre Cluster is a multi-stakeholder, multi million rand provincial programme spanning research and development to commercialization with the end objective to establish a niche industries in plant and animal fibres initially within the five identified groupings namely wool and mohair, flax and hemp, pineapple, agave and cashmere.

This cluster is to become a one-stop-shop for natural fibres covering the entire value chain from primary production in the rural areas to value addition and manufacture of various products for various sectors including, but not necessarily limited to pharma- and nutriceuticals, automotive and aerospace, construction and textiles

- Aquaculture

The Camdeboo Satellite Aquaculture Project (CSAP) is an innovative and highly replicable model which presents a comprehensive solution to address fish supply shortfalls, create sustainable self-employment opportunities for rural women, promote pro-poor economic growth, and encourage social equity in the Camdeboo. The Project thus has a high level of support at local, provincial and national government levels as well as from the private sector.

The CSAP concept centres around the establishment of aquaculture clusters which comprise a central management farm and a network of satellite farming systems. Each aquaculture cluster is designed to produce 1,166 tons of fish per month and provide employment to 500 people, primarily rural women. The aquaculture clusters benefit both through economies of scale as a result of their collaboration as well as from the support, training and mentorship provided by the central structure.

The process of developing the district's Economic Growth and Development Strategy was first initiated in 2005 and the strategy subsequently was adopted by the District's Council in 2006. It was recommended that the strategy be reviewed annually, concurrently with the annual review of the Integrated Development Plan.

The review of the Economic Growth and Development Strategy has been concluded. The revised strategy guides the District in its development facilitation trajectory for at least the following five years. The revision of the strategy is a result of three years of extensive stakeholder consultation and collaboration on both a programmatic and project level, primarily facilitated through the Rural Economic Development Initiative (see subsequent sub section for information related to the Rural Economic Development Initiative).

The Economic Growth and Development Strategy has been renamed the Socio-Economic and Enterprise Development Strategy (SEEDS), the acronym for which metaphorically describes the district's core mandate in initiating the facilitation of economic development and subsequently growing the regional economy.

The SBDM approach is structured around seven core strategies based both on a review of international trends in rural regeneration strategies as well as a reflection on the experience of SBDM and other institutions in promoting development in the region.

(a) Increasing agricultural income

Agriculture remains the single most economic driver in the district. The starting point for rural development is to find ways of increasing agricultural income. This is of course firstly a product of the drive of farmers individually and collectively. However, there are a number of ways in which farmers can be supported to increase the value of agricultural output. These include:

- Growing national and international markets for agricultural output
- Facilitating investments in local and regional agro-processing plant to increase product demand and improve prices
- Investing in research and knowledge sharing to improve the quality and resilience of crops and livestock.
- Supporting local and regional food systems that keep wealth in rural communities.

(b) Investing in natural capital

There is an increasing recognition internationally and within South Africa that it is important to invest in protecting and restoring natural resources and ecosystems such as catchments, wetlands, rivers, forests and other natural areas to preserve bio-diversity, to ensure sustainable water supplies as well as to exploit the economic potential of such areas. The growth of tourism in the region is strongly associated with the exceptional and diverse natural assets. Key approaches to this include:

- Promoting and incentivising natural resource restoration and conservation including alien vegetation clearing, developing eco-systems markets that reward land restoration through carbon credit mechanism and so on.
- Creating new generation green jobs and local income streams rooted in renewable energy.
- Growing the rural tourism economy based on natural capital through agri-, adventure- and eco-tourism initiatives.

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(c) Broadening economic participation

Inequality and poverty are deeply entrenched with rural South Africa and represent a major constraint to development. However, the poor of the region also represent a major resource for economic progress. Broadening economic participation as part of a broader social development emphasis is thus a key pillar for rural regeneration. Key areas of action include:

- Promoting BBBEE, SMME and cooperative development.
- Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.
- Improving grant accessibility.
- Establishing community-based beneficiation projects.
- Facilitating community and worker participation in share ownership.
- Promoting social development investments.

(d) Developing the skills base

The skills base of the region is a key driver of both economic progress and poverty reduction. SBDM's skills profile is very skewed. It is a region with a significant pool of highly skilled people. However, most people have limited skills and limited educational attainment. This is both a major constraint to development but also represents a significant area of opportunity given the wide range of good educational institutions in the region. SBDM is committed to a concerted approach to improving the skills profile of the region. Key areas of action include:

- Improving the quality and quantity of school education and early childhood development (ECD) through partnerships.
- Creating further education opportunities linked to work opportunities in the region.
- Developing skills transfer partnerships between established and emerging farmers and between established and emerging businesses.

(e) Improving connectivity and utility infrastructure

Transport, water and energy infrastructure are major challenges in an arid low-density rural area such as SBDM. The costs of such infrastructure are particularly high in such areas given distance and the area enjoys relatively low priority for infrastructure given its small population. It is therefore necessary to be innovative and focused in ensuring that sufficient infrastructure is in place to support development. Key areas here include:

- Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.
- Improving rural transport infrastructure particularly roads.
- Identifying and delivering catalytic infrastructure that opens up new economic opportunities.

(f) Regenerating core towns

The core towns within a rural region play a critical role in the economy of the region as a whole. They are the economic and services hub that enable the rural economy to function. When towns decline, the rural hinterland tends to decline given the symbiotic relationship between them. The regeneration of core towns is thus a critical driver of rural economic development. Key areas of action include:

- Urban regeneration projects focused on upgrading town CBDs and historic districts.
- Ensuring quality education and health services in core towns in order to retain talent and skills in the area.
- Promote tourism and niche services and manufacturing based on identifying competitive advantages and niche opportunities
- Ensuring that municipal infrastructure is maintained and upgraded on a financially sustainable basis in order to support growth and development
- Service delivery improvement partnerships to ensure that essential administrative and regulatory functions are undertaken by the LM.

(g) Building local and regional networks

Research globally suggests that the quantity and quality of networks within a region and between the region and relevant role-players outside the region - "social capital" – is a key factor influencing economic development. A key element of any strategy for rural regeneration is thus about finding ways to expand the networks and linkages between stakeholders in the region and connecting the region into relevant provincial, national and international processes. Areas of focus include:

- Strengthening government to government connections at a regional, provincial and national level.
- Building partnerships to improve economic competiveness and resilience.
- Creating a positive image of the region amongst public and private investors and building relationships with them.

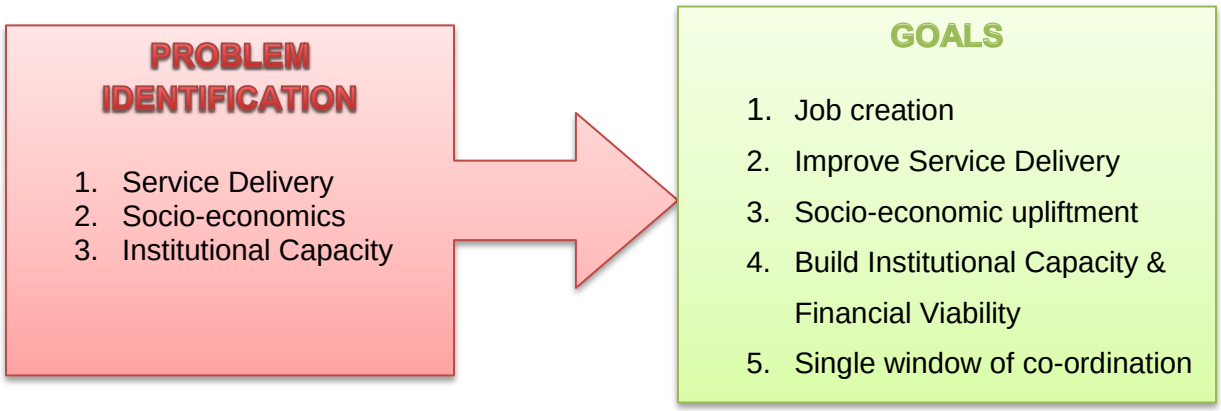
CHAPTER 3: DEVELOPMENTAL INTERVENTIONS WITHIN THE DISTRICT

3.1 STRATEGIC DIRECTION

Chapter 2 of this document, The Situation Analysis, provides status quo information of the Sarah Baartman District, highlighting socio-economic trends, service delivery challenges, safety & security issues, economic analysis, environmental aspects and capacity challenges. It also provides an understanding of how Municipalities are functioning. A number of issues have surfaced from the desktop analysis and community participation through LM engagement sessions. This section seeks to systematically prioritize all the issues that have surfaced, and in an integrated approach develop focus areas for the District for the next five (5) years. Recognizing that resources are finite and the role of the District is to create an enabling environment, the service delivery menu will have to be based on partnerships with all stakeholders and innovation on how best we share scarce resources.

All of the issues raised in Chapter 2, can be grouped as follows:

- Service Delivery
- Socio-economic
- Institutional capacity



In crafting the new focus areas (**Development Priorities**), **Objectives** and **Strategies** the ultimate goal will be to improve service delivery, uplift the community of the District socially and economically and build strong Municipal institutions that have the appropriate skills and resources and are financially sound. This will be done in a manner that meets the present need and without compromising the future generation to meet their own.

3.1.1 EMERGING GROWTH AND DEVELOPMENT AGENDA

The adoption of the NDP and development of the ECPC Vision 2030 has opened up opportunity for municipalities to equally develop Long Term Visions and Strategy within which the Five Year IDPs must be incremental building blocks. The emerging growth and development agenda posit a conceptual framework that integrates three focal areas of Economic Development, infrastructure and Human Development at the centre of the two; with the three undergirded by Key Enablers and interventions, Institutional Transformation and Governance, and alignment with IDP process inclusive of consultation and incorporation.

SARAH BAARTMAN LONG TERM VISION STRATEGY		
Economic Development	**Human Development**	**Infrastructure**
Energy	Mass Employment Programmes	energy
Green Economy	Poverty Eradication Programme	Water
Agro-industry	Access to basic services	Irrigation and ago-logistics
Tourism	Skills and education	Trasport
Creative industries		Bulk Infrastructure
Component supplies		WSA/WSP
Maritime		
Key Enabler and Interventions Programmes		
Institutional Transformation - Governance		
IDP Process alignment, consultation & incorporation		

Driving both the Long Term Vision development the Growth and Development Agenda; the District will ensure streamlined and focused priorities (clear niche areas per local municipality that have local beneficiation capable of eradicating the critical backlogs of water infrastructure, energy, and transport linkages. Both the Vision development and driving the Growth and Development Agenda would require the following amongst others:

- Prioritising Communication of the Agenda
- Enhancing Institutional Capacity needs
- Resource mobilisation
- Practical IGR
- Research and Planning to be the base

SBDM STRATEGIC OPERATIONAL AGENDA

On 16 – 17 February 2016, SBDM embarked on a strategic planning session. The purpose of the session was to check whether the municipality was still in line with decisions taken in 2014 in terms of confirming the Development Facilitation role. It was also necessary to ensure that leadership is able to deal with challenges in implementing the resolutions taken and whether the projects being undertaken were in line with the Development Facilitation role. It was also necessary to clarify the different functions played by the District, it's LMs and its Development Agency.

WATER SERVICES

The current state of water service delivery in LMs is depicted as very poor in recent presentations made at various high level forums. Six municipalities are struggling to perform the WSA function. The District undertook to conduct a study on the WSA/WSP functions, based on the above, the District Resolved that:

1. that engagements be entered into with the Minister for Water Affairs and the nine local municipalities in the District for the transfer of the WSA function –
    a. initially to the Department of Water Affairs (whilst the SBDM develops its capacity to take over the function)
    b. thereafter to the SBDM;

2. that the capability of the SBDM to perform the function be assessed;

3. that all information obtained from the Assessment that was carried out by the SBDM as well as the information provided by the Department of Water and Sanitation, including clear financial projections, be compiled into a single document to form the basis of engagements with LMs and National Department of Water and Sanitation for the function to be transferred to the District Municipality;

ENVIRONMENTAL HEALTH SERVICES

Seven of the nine LMs have been appointed by SBDM as agents to perform the function on behalf of the DM (exceptions: Baviaans and Ikwezi). Some LMs are performing the function satisfactorily, others are not. New environmental norms and standards have been proclaimed (new compliance requirements).

The District Strategic session resolved:

(a) The current method of rendering the service through a Service Level Agreement with the relevant LMs will be reconsidered;
(b) The SBDM agree in principle to render the EHS function;
(c) A consultation process with LMs be followed;
(d) that waste economy projects be considered in conjunction with the Department of Economic Affairs

FIRE SERVICES

The District Strategic session resolved:

(a) The SBDM withdraw the Service Level Agreements in respect of the LMs who are not rendering the service satisfactorily;

(b) The SBDM perform the section 84(1)(j) service directly in the areas where the municipality lacks capacity, commencing with Koukamma and Sundays River Valley LMs;

(c) SBDM ascertain from Camdeboo LM, whether they have capacity to render the service in the Baviaans and Ikwezi areas after amalgamation;

PUBLIC TRANSPORT FUNCTION

(a) SBDM will engage with the Provincial Department of Transport to investigate and clarify the role of the District Municipality in relation to the function, in order to facilitate a decision on the resources required;

(b) The District will be putting systems in place to enable it to comment on applications for licences.

ECONOMIC DEVELOPMENT

(a) The role of the District in growing the economy, cognizance must be taken of the need to know the major private sector role players in the economy and to partner with the growth sectors;

(b) The SBDM needs to enter into partnerships with the major sectors in the District;

(c) Sarah Baartman District understands that in order to successfully achieve partnership with the economic sectors operating within its area, the Department of Economic Development needs to investigate and gather the necessary data and information on the major sectors in the District, as well as infrastructure needs;

(d) The District Municipality needs to invest in fully understand the developments occurring within its area; with regard to renewable energy, Thyspunt, fracking etc and identify initiatives for communities to benefit therefrom;

(e) Engage Nelson Mandela Metropolitan Municipality on the development of a Regional Economy partnership to benefit the communities of both municipalities;

FINANCE

(a) The SBDM will focus on consider ways and means to generate revenue from its fixed assets (properties);

(b) Projects outside the mandate of the SBDM will not be funded from the budget ;

(c) SBDM will not rely only on the budget, but leverage on the institution's clean audit reputation to lobby for funding for the projects they want to implement;

(d) The use of consultants be limited;

INSTITITIONAL MATTERS

(a) relocation of SBDM offices be fast-tracked;

(b) that that an organizational review be carried out after the strategic issues discussed in the workshop have been finalised, taking into account the strategic direction and need for an organogram that reflects capacity to implement the IDP;

(c) that internal integration between departments be brought about when carrying out the organizational review,

Strategic Priorities
Guided by the National Directives, contained in the Implementation Plan for the Five Year Local Government Strategic Agenda (2006-2011), the National Targets to beat the back-logs and meet the set targets, the Provincial Directives, the Eastern Cape Growth & Development Strategy and the status quo information contained in Chapter 2, including inputs from the Local Municipalities in Sarah Baartman, the following Development Priorities have been adopted to best respond to these mammoth challenges:

1. Infrastructure Development
2. Capacity Building and Support to Local Municipalities
3. Economic Development
4. Community Services
5. Institutional Development

3.2 SBDM DEVELOPMENT PRIORITIES

Development Priority 1: Infrastructure Development

Rationale for the development priority

The District Municipality as a bulk services agent by default will endeavour to provide and input on strategic planning for bulk water and sanitation services, transport and land planning in an integrated approach, and ensure synergies with other service agents such as economic development, tourism and other programmes implemented by government departments such as Water Affairs, Human Settlements, Transport and Public Works.

Infrastructure development serves as a conduit in creating a conducive environment for decent human livelihoods and their economic activities. Coupled with this is the district's responsibility to provide proper Town and Regional planning as well as development planning for our underdeveloped rural and urban environments whilst ensuring that all relevant legislation regulating development such as those pertaining to environmental management are adhered to.

Focal points

- Support municipalities on operations and maintenance
- Regional bulk services
- Explore shared services
- Planning for regional infrastructure services
- Developmental Planning

Development Priority 2: Capacity Building & Support to Local Municipalities

Rationale for the development priority

Sarah Baartman District Municipality is required in terms of the Local Government Municipal Structures Act 117 of 1998, as amended, Section 83 (3) (c) and 88 (2) (a) to assist local municipalities within its area to build capacity so that they may perform their functions and exercise their powers.

The main role of the district is to support local municipalities to such an extent that they are self-sufficient, responsive, developmental in nature and most of all are financially sustainable.

Key focus areas of the Capacity Building strategy are:

- Institutional Support
- Financial
- Technical Support
- Planning and Development
- Community Participation
- Information Technology

Development Priority 3: Economic Development

Rationale for the development priority

In terms of economic development, Sarah Baartman District Municipality is committed to the consolidation and optimal utilisation of available resources to facilitate economic development, for the purpose of the creation of new, decent, sustainable employment opportunities, job creation and sustainable enterprise development, retention and expansion in the district.

This will be achieved through targeted investment promotion to grow strategic sectors able to create employment opportunities on a substantial scale in the short to medium term, and more advanced industries that are crucial for long term economic growth. Specific sectors earmarked for further development in the district include:

- Agriculture and agro-processing
- Green economy (including, but not limited to renewable energy and ecosystem services)
- Tourism
- Skills development and Education (predominantly, but not exclusively further education and training)

The district will spearhead the facilitation of intervention within these strategic sectors in the areas of:

- Identification and appropriate packaging and promotion of investment opportunities
- Targeted support to SMMEs to broaden economic participation ultimately assimilate emerging enterprises into developing and established value chains
- Investment in enabling infrastructure and the promotion of infrastructure connectivity required for economic growth and development

It is acknowledged that economic development is dependent on regional integration and innovation in partnership with other government organizations and entities, business and higher education /research institutions and to this end, the district will continue to forge and foster symbiotic relationships with strategic partners to deliver on its economic development mandate.

Focal points

- SMME development and Cooperatives development
- Rural development economic development initiative
- Economic sustainability
- Tourism marketing and development
- Sector development
- Institutional development : Sarah Baartman Development Agency
- Investment and trade
- Alternative energies
- Job and development initiatives
- Regional linkages
- Partnerships
- Networks
- Creative Industries
- Heritage
- Environmental Management
- Agricultural Mentorship Programme

Development Priority 4: Community Services

Rationale for the development priority

In dealing with issues that affect the livelihood and the safety of communities within its area of Jurisdiction, Sarah Baartman District Municipality, based on its legislative mandate, has taken a responsibility of ensuring that both the District and Local Municipalities are capacitated to deal with the effects on incidents of disaster and fires. The management of disaster risk is dealt with, through prevention, Mitigation, Preparedness, Response, recovery and rehabilitation programmes.

Also in protecting public health interest within its jurisdiction, SBDM renders Municipal health Services (MHS) which were historically referred to as Environmental Health Services. MHS are the part of the preventative health services and focus on issues such as water quality monitoring, food control and surveillance of public premises including food preparation premises. In ensuring that MHS are closer to communities, SBDM has appointed Local Municipalities as agents of rendering these services (MHS).

In addressing issues of empowerment focusing on the designated groups, SBDM has developed empowerment policies and strategies that assist the district to address the imbalances of the past. These policies and strategies are aligned to the National and Provincial Frameworks. The intention of these plans is to mainstream development issues of designated groups in all programmes of the district. Local Municipalities will be supported to develop and customize these policies and plans to suit the environment and ensure mainstreaming.

Currently the district is in the process of reviewing its HIV and Aids Strategic Plan to align it to the National Strategic Plan which was launched in December 2011. SBDM's Plan focuses on Prevention, treatment, care and support, Human Rights and Access to Justice, Care and Support for Vulnerable Groups and Research monitoring and evaluation. The Plan is implemented in partnership with various stakeholders in the district to ensure a greater impact and maximum utilization of resources.

Focal points

- Disaster management
- Fire services
- Municipal Health Services
- Community facilities
- Mainstreaming of designated groups and HIV & Aids
- Library Services
- ICT infrastructure
- Sports and Recreation

Development Priority 5: Institutional Development

Rationale for the development priority

The SBDM will endeavour to develop internal capacity through the identification of skills required against the skills base in an effort to improve the capacity of the institution by providing training and development initiatives to enhance the skills base. The SBDM will endeavour to create a conducive environment that will promote a culture of performance and staff retention. The Municipality will ensure that it's applies its mind on the notions of monitoring and evaluation as a key strategic focus that measures the performance of individuals cascading to the performance of the organization. The Municipality will raise the bar on institutional Performance through application of performance indicators to monitor and evaluate the organization. The challenges faced by SBDM relates to ensuring that the organization is resourced adequately in terms of people, equipment, material and financial sustainability, while the organization is strategically located to fulfil its mandate.

In an effort to strengthen our support to Local Municipalities, The district will develop a model that will enhance capacity building to Municipalities by ensuring accountability of relationship managers and increase performance by incorporating it into the individual performance plans. Ton increase service delivery the District Municipality will embark on exploring shared service model in achieving some of its objectives. The District will develop systems which will mitigate the risk against intrusions in the organisation.

An effective state or district is essential to achieving sustainable socioeconomic development. With the advent of globalization, there are growing pressures on governments and organisations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability, transparency, greater development effectiveness, and delivery of tangible results. Stakeholders are increasingly interested in better performance. As demands for greater accountability and real results have increased, there is an urgent need for enhanced result-based monitoring and evaluation.

Focal points

- Skills development
- Organizational development and transformation
- Relocation
- Institutional wellness
- Skills transfer
- Culture (High Performance Organisation)

- Systems improvement
- Communication
- Professional development

3.3 MECHANISM FOR REVIEWING THE SBDM FIVE YEAR IDP

The SBDM has developed its IDP in 2012 along with its development priorities for a five year period that is indicative of what the municipality would like to achieve / strive to achieve during the five year political term (i.e. 2012-2017). As such the formulation of the IDP encompasses the following:

- An update of the analysis component of the IDP (see Chapter 2) with new information (2011 Statistics) that has come to hand.
- During the development of the five year IDP in the previous financial year, the SBDM embarked on a process of formulating development priorities, objectives, and strategies. The outcome of the process was that the 4 (four) development priorities were retained and Institutional Development was added as a fifth development priority. The five development priorities and objectives have been retained. The strategies have been refined for this review
- A set of 10 (ten) values have been adopted by SBDM and are included in this review.

The table overleaf, titled “Summary of the Attainment of SBDM IDP Objectives”, attempts to reflect the SBDM’s performance during the first, second, third, fourth and fifth year of the five year IDP term in achieving its objectives and strategies through the implementation of its respective projects. In essence, the table below illustrates the realisation or non-realisation of the institutions IDP. This table assists in determining the following:

- SBDM’s success in implementing its projects during the first, second, third, fourth and fifth year of the five year IDP term 2012-2017.
- The effect, or eventual projected effect, the projects have had in achieving the respective objective and strategy.
- Whether or not projects need to be refined, scrapped, continued or replaced by new projects in order to achieve the stated objective & strategy and the resultant implication of the Service Delivery and Budget Implementation Plan (SDBIP) contained within Section 4.2.2

As such the table overleaf should be viewed as the strategic tool with which the SBDM’s management and political leadership can strategically direct the institution in terms of maintaining the level of interventions or recognising the need to focus on improving in identified areas of intervention.

SBDM IDP OBJECTIVES AND STRATEGIES

DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
1	To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Support in the development and review of WSDPs	WSDP review budget
		Lobby for funding	Develop business plans
			Identify funders
		Implementation of water projects as mandated by LMs	Refer to CIP list
2	Ensure that WSA/WSP functions have been reviewed and concluded by 2015	Engagement with LMs	Conduct a WSA/WSP Assessment
		WSA/WSP Review	
3	To assist municipalities that they all receive a blue and green drop status by 2017	Monitor drinking and waste water quality	Develop O&M studies
			Water quality monitoring
		Building technical capacity in the LMs	Training of technical staff
4	To support LMs in ensuring that all communities have access to decent sanitation by 2017	Support in the development and review of WSDPs	WSDP review budget
		Funding and application for funding	Develop business plans
			Identify funders
		Implementation of sanitation projects as mandated by LMs	Refer to CIP list
5	To ensure that all transport plans for all LMs are in place and are annually reviewed	Develop and review ITPs	Reviewal of the ITP for the district
		Lobby for funding	Identify funders
6	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Ensure integration of ITP and SDF	Development of SDF for the district
		Implementation of transportation projects	Construction of sidewalks and walkways
			Construction of an inter-city bus terminals
7	To ensure that the IDPs of the LMs are in place and are annually reviewed	Funding LMs for IDPs	IDP review budget
		Support LMs on the development of IDPs	Training of senior staff of LMs
			Training of LM Councillors
			Community based planning

	OBJECTIVE	STRATEGY	NATURE OF PROJECT
8	To provide capacity to LMs on town and regional planning as well as environment management	Hands-on support	Town planning support (Land Use Management Support Systems [LUMS])
		Manage environmental resources in the district	Development of Environmental Management Plans
9	To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Lobby for funding	Engage potential funders
		Implementation of roads projects as mandated by LMs	Refer CIP list
		Consult ITP	Refer to ITP
10	To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Develop waste management plan	Feasibility studies for new cemetery sites and solid waste sites
		Lobby for funding	
		Allocate resources	Purchase D6 caterpillar WMPs
11	To reduce the effects of stormwater in prone areas by building 10 km of drainage per year	Stormwater management plan	Development of a Stormwater management plan
		Lobby for funding	Engage potential funders
		Drainage and bridges	Construction of the St Francis bridge
			Kirkwood stormwater
12	Advocate accessible physical environment for persons with different types of disabilities by 2013	Conduct an audit of layout of the buildings in Local Municipalities and the District	auditing of municipal buildings in all LMs and the district
			Lobby Dept. of Labour to ensure compliance

DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMs			
	OBJECTIVE	STRATEGY	NATURE OF PROJECT
1	Build capacity of all LMs for effective mainstreaming of youth, women and people with disabilities' development in policies and programmes by 2015	Conduct advocacy campaigns for the employment of youth coordinators.	Lobbying for funding for employment of youth coordinators
		Monitor policies and strategic plans for designated groups	Provide training on Mainstreaming
		Partnerships with sector Dept.; NGO like NYDA	Profiling issues of disability through Cacadu News
			Training on Disability Etiquette.
			Setup a database of organisations dealing with disability issues.
			Life skills training for women
			Set up cooperatives for women

DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMs			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
			Embark on EPWP programme targeting designated groups.
			Business Plan development to funding agencies.
2	Encourage LMs to provide reasonable employment for people with disabilities. At least 2% of the work force.	Ensure that Policies of municipalities are addressing the intentions of employing people with disabilities	Training Councillors and Management on disability issues regarding employment
			Audit on employment of people with disabilities
			Facilitate funding for learnerships and employment of people with disabilities.
3	Active participation of designated groups in all 9 Municipalities annually.	Revive District forum for designated groups.	Establishment & Training of District& Local Forums
			Conduct Capacity building workshops e.g. business related transaction
4	Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems	MSIG:Support LMs in either reviewing existing or drafting of new policies in Finance and Human Resource
			Training on legislation that impacts on local government
			Training officials on compilation of agendas and minute takings; and subsequent actions
			Capacitate local municipalities on Archives Management
			MSIG: Capacitate local municipalities on Roles and Responsibilities and Delegations
			Assist local municipalities to review or draft new municipal by laws
		Support LMs with stakeholder management	Training of municipalities on stakeholder management
			MSIG: Assist local municipalities to implement Community Based Planning
5	To assist Municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Develop a support strategy to LMs	Appoint a dedicated resource expert to support LMs.
		improve corporate governance systems both in the district and LMs.	MSIG:Good Governance Survey 3 LMs Functional audits Shared service into internal audits to LMs

DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMs			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
6	To train and skill 9 HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on stakeholder management, Counselling; minute taking and report writing; train them on marketing and educational write up material.
7	To facilitate the participation and functionality of all stakeholders in the Local Aids Councils(LACs) annually	Implement the Local Aids Plan developed	Revive partnership with stakeholders Facilitate Management by in by District Managers and Regional Directors: DOH
8	To conduct HCT awareness campaigns by at least 87000 people annually	Partnership with NGO and DOH.	Awareness campaigns at clinics and public venues.
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
9	To Improve effectiveness in municipal financial management	increase the awareness of key national sector department on the financial needs of struggling LM in the district	Assessment of the financial state of the struggling municipalities
		improve corporate governance systems both in the district and LMs	MSIG:Good Governance Survey 3 LMs
10	To assist in enhancing skills of HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on Mainstreaming, stakeholder management, minute taking and report writing
11	To facilitate the participationof allstakeholders in the Local Aids Councils (LACs) by 2013.	By ensuring that both LAC & DAC stakeholders are empowered in terms of roles and responsibilities	training on roles and responsibilities
12	To integrate and synergise the programs of Local Aids Councils (LAC) and District Aids Council (DAC) annually.	by ensuring that both the LAC and DAC stakeholders are empowered in terms of roles and responsibilities	Training on roles and responsibilities
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan

DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMs			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov and Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
1	Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	Grow national and international markets for agricultural input	SBDM supported: Trade Point
		Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	SBDM funded: Agri-incubator feasibility study (REDI), pellet factory in Rietbron
			SBDM supported: Pineapple industry beneficiation project, Camdeboo Satellite Aquaculture project, Natural Fibre Cluster
		Invest in research and knowledge sharing to improve quality and resilience of crops and livestock	SBDM supported: ARC partnership
		Support local and regional food systems that keep wealth in rural communities	SBDM supported: Community gardens
2	Invest in natural capital to contribute to government's target of creating 20,000 "green" jobs by 2020.	Promote and incentivise natural resource restoration and conservation	SBDM funded: Fonteinbos Nature Reserve restoration (REDI), Nature Reserves
			SBDM supported: Giant Flag
		Create new generation green jobs rooted in renewable energy	SBDM funded: Waste to energy feasibility studies (REDI)
			SBDM supported: Wind farms (Cookhouse, Jeffreys Bay, Oyster Bay), Giant Flag
		Grow rural tourism economy	SBDM funded: Tourism Infrastructure Investment (Sarah Baartman development; R335 upgrade; Baviaanskloof Interpretive Centre); Baviaanskloof and Camdeboo community-based tourism initiatives (REDI)
			SBDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub)

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT			
OBJECTIVE		**STRATEGY**	**NATURE OF PROJECT**
3	Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	SBDM funded: District Cooperatives forum
		Land reform support	SBDM funded: CRDP pilot site: Rietbron
			SBDM supported: Berries (ECDC)
		Establish community-based beneficiation projects	SBDM funded: Apiculture industry development (REDI)
			SBDM supported: Camdeboo Satellite Aquaculture project, Mohair One Stop Shop, Giant Flag
		Facilitate community and worker participation in share ownership	SBDM funded: Pellet Factory
			SBDM supported: Pineapple industry beneficiation project, wind farms' community trusts, Eco-Pullets
4	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Improve quality and quantity of school education through partnerships	SBDM supported: Inter-schools partnerships
		Create further education opportunities	SBDM funded: UmziWethu; New Beginnings Academy (REDI); Natural Fibre Cluster (Mohair micro-manufacturing training programme)
		Develop skills transfer partnerships between established and emerging farmers	SBDM funded: Agricultural Mentorship Programme (GIZ)
5	Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	SBDM funded:Connect with Cacadu (capacity building)
		Improve rural infrastructure, particularly roads	SBDM funded: Tourism Infrastructure Investment (R335 upgrade)
			SBDM supported: Waterford road upgrade, Somerset East aerospace development
		Invest in catalytic infrastructure	SBDM funded: Tourism Infrastructure Investment (Baviaanskloof Interpretive Centre; Sarah Baartman development)
OBJECTIVE		**STRATEGY**	**NATURE OF PROJECT**
6	Regenerating at least four core towns as service and economic hubs	Urban regeneration projects	SBDM funded: Graaff-Reinet urban design (plan)
			SBDM supported: Da Gama Road urban design (implementation); Graaff-Reinet urban design (implementation)
		Improve education and health services	SBDM supported: Maths and Science programme (NMMU)

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT			
OBJECTIVE		**STRATEGY**	**NATURE OF PROJECT**
		Promote rural tourism and niche services and manufacturing	SBDM funded: Baviaanskloof and Camdeboo community-based tourism initiatives (project packaging) (REDI), tourism marketing, support to LTOs, Destination and sub-branding signage, tourism month activities, Tourism sector development support to LMs, tourism education and awareness, tourism stats system, SBDM Craft Hub
			SBDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub); SkyWake
		Infrastructure upgrade	SBDM funded: SRVM infrastructure assessments (infrastructure)
		Service delivery improvement partnerships	SBDM funded: Local multi-stakeholder partnership development (REDI), Development of Local Action Teams (LATs)
7	Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Building government to government partnerships	SBDM funded: Local multi-stakeholder partnership development (REDI), District Support Team, SEDA partnership
		Building Higher Education Institutions, agriculture and business partnerships	SBDM funded: HEI partnership development (REDI)
		Building emerging and established business partnerships	SBDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
		Building local government and business partnerships	SBDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
		Building investor and local business partnerships	SBDM funded: Investment prospectus; investors conference, Development of Local Action Teams (LATs)
			SBDM supported: Trade Point

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
8	Ensure that the District ring-fence 6% threshold for designated groups in awarding of contracts for goods and services, annually.	Development of database of businesses owned by youth , women and people with disabilities	3 Service providers benefit annually in 3 LMs
		Capacitate and transfer skills to designated groups	Project management
			Basic Financial Management
9	To create opportunities for designated groups to participate in Economic and Rural development by	Establish partnerships with Sector Departments and Government Agencies to increase economic participation	Implementation of learnership
			Co-operatives registration
		facilitating the registration of companies owned by designated groups to the district Supply Chain database	Road shows to LMs
10	Prioritizing economic development needs for women entrepreneurs	Conduct an Audit of women entrepreneurs in the district.	Business Skills,
			PR and Marketing
			Basic financial Management
11	Encourage the creation of employment opportunities for at least 4 women within the District annually.	Establish partnership with institutions which promote women's development programmes	Establishment of Cooperatives in 3 LMs

DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
1	To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Training of fire fighting officers at LMs
			Construction if fire breaks at Makana and Ndlambe
			Standardisation of fire hydrants in the district
		Provide resources	Refurbishment of a satellite station in Ndlambe
			Construction of fire station in BCRM
			Construction of a one-stop emergency centre at Paterson
2	To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Delegation of EHS in the three remaining LMs namely Kou-Kamma, Baviaans and Ikwezi	Transfer of EHPs to the three remaining LMs namely Kou-Kamma, Baviaans and Ikwezi
		Ensure that EHS PPSLA are revised/amended and signed with all the LMs annually	Annually review the PPSLA with all the LMs

DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
		Ensure that EHS budgets of all 9 LMs are developed annually and approved	Annually develop LMs MHS budget
		Ensuring submission and monitoring of all LMs financial expenditure reports and quarterly reports	Submission of quarterly reports to Mayoral Committee
		To improve co-ordination between SBDM and all LMs by strengthening District Environmental Health Forum	To hold bi-monthly meetings with all the LMs
3	To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	Training and awareness campaigns
			Training of disaster personnel at LMs
			Provide resources for effective response
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
4	To improve the environmental health status of all the communities of Sarah Baartman by reducing DH related diseases (water and food) by 5%	Ensuring monthly water quality monitoring and food sampling of all water and food sampling points/sources respectively in the district	Purchase of water testing equipment
			Training of EHPs in all LMs
			Conduct monthly water sampling
		To design and implement action plans to address non-compliant water and food quality through education and awareness campaigns	Conduct water and food education and awareness campaigns in all the LMs
			Training of food handlers from various food premises throughout the district
		Ensuring monthly evaluation of food preparation and other public premises and buildings in evaluating compliance with health requirements and standards	Submission of quarterly reports to Mayoral Committee
5	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Conduct educational workshops and Community dialogues in partnership with DAC stakeholders	
		Purchase HIV &Aids Educational material	Outreach programme
6	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Arranging and organising HCT Campaigns in partnership with the department of health	
7	To ensure 20 traditional surgeons and traditional healers are trained in general health and HIV&AIDS prevention and safe practices annually.	Coordination of empowerment workshops for traditional surgeons and traditional healers	HIV and Aids Training for Traditional surgeons and healers.

DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
8	To facilitate HIV Counselling and Testing (HCT) of 50 % of the employees of Sarah Baartmanquarterly	Conducting HIV and Aids workshop for all departments in Sarah Baartman District Municipality	
		Arrange monthly HCT awareness	HCT drive
		Development of a monthly 1pg info on HIV and Aids	Education and Awareness
9	To facilitate the development of an Employee Wellness Policy	Consult with various departments on the development of the policy	Development of an Employee Wellness Policy
10	To integrate and synergise operations between Department of Social Development and SBDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSD and other organizations working with OVC's	
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
11	Enhance understand of SBDM communities around the 5KPA of the district annually	Facilitate with LMs and Sector Department outreach programmes to communities	Outreach and Imbizos
12	Encourage all municipalities to implement Public Participation Policies and Strategies	Hold workshops on public participation	Public Participation Workshop
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov& Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
1	To improve financial capacity of Municipality by creating revenue base by 2015.	Explore alternative income opportunities – Powers and functions; Agency services;	Develop database and business plans to source funding.
2	To develop highly skilled and experienced	Review skills development plan	Train and develop at least 80% employees

DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
	employees by 2017	Link training with Personal development Plan	annually
		Link training with competency requirements as legislated.	
3	Review functional and organization model of the institution by 2013.	Review powers and functions	Assessment of the current model and implications of new model with new powers and functions.
			Review of organizational structure
4	To improve performance management system to include organizational performance by 2013	Source MSIG funding for systems improvement	Review the performance management system to incorporate organisational performance
5	Interface provincial Monitoring and Evaluation tools with the SBDM's PMS by 2017 annually	Explore the tools for M&E	Understand M&E as contemplated by Government
			Establish suitable monitoring and evaluation structures and systems
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
6	To establish an SBDM institution to its area of jurisdiction by 2013	Relocation SBDM offices to Kirkwood	Land acquisition
			Source Funding
			Construction of Municipal Offices
7	To create an environment of productive and healthy employees annually	Develop a policy on employee wellness	Health life style promotion
			Managing personal Finance
			Counselling programmes
8	To create a high performance culture on on-going basis	Enhance staff alignment to business needs and improve staff morale and performance.	Evaluate staff morale in the institution
		Review of strategic human resource Plan	Develop strategies to enhance staff morale
			Provide staff motivation programmes
			Implement change management strategies
			Implement human resource plan
9	Create a knowledge based institution	Enhance a study policy to enable multi-skilling and training towards formal qualification	Review current policy.
			Encourage Job Rotation
			Explore electronic archives establishment.
			Building capacity at archives
			Mentoring staff for institutional memory
10	Improvement communication	Develop a communication strategy	Create a face-book page

DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT			
	OBJECTIVE	**STRATEGY**	**NATURE OF PROJECT**
	internally on an on-going basis		Development an intranet
11	Maintain continuous business improvements and update ICT technology and business process on an on-going basis	Develop IT strategy	Maintain continuous learning and development environment to our IT staff on the latest technology.

3.4 INTER-GOVERNMENTAL ALIGNMENT

Inter-governmental alignment is a critical component of the IDP in pursuing the developmental agenda of government. As such developmental interventions within the District should not be viewed from specific institutional interventions, but rather as a collective whole be they local, district or provincial interventions. The table below reflects those development priorities within each local municipality within the Sarah Baartman District as well as the SBDM itself. The linkage between the SBDM's development priorities and that of the local municipalities' development priorities is clearly illustrated through the uniform shadings per development priority in the table below.

Table 3.4 Intergovernmental alignment

Dev. Priority	Sarah Baartman	Camdeboo	Blue Crane Route	Ikwezi	Makana	Ndlambe	SundaysRiverValley	Kou-Kamma	Baviaans	Kouga
1	Infrastructure Development	Housing	Infrastructure	Rural Economic Development	Local Economic Development	Institutional Transformation	Provision of Infrastructure & Basic Services	Infrastructure Services	Building the institutions & Employee Capacity	Infrastructure and Basic services
2	CapacityBuilding& Support to LM's	Community Building	Community Services	Infrastructure Development	HIV Aids	Finance Viability & Management	Social & Economic Development	Socio-Economic Development	Enhance Community Services	Socio–Economic Development
3	Economic Development	Local Economic Development	Local Economic Development	Human Development (Building the People of Ikwezi)	Municipal Infrastructure	Basic Social Service Delivery & Local Economic Development	Democratization & Governance	Democratization & Governance	Economic Development	Institutional Transformation
4	Community Services	Infrastructure	Financial Management	Institutional Growth & Development	Housing & Land	Infrastructure	Institutional Transformation	Institutional Transformation	Provision of Basic Infrastructure	Good Governance and Public Participation
5	Institutional Development	Institutional Building	Governance & Institutional Transformation		Accessibility & Transport		Financial Management	Financial Management		Financial Viability & Management
6					Safe & Secure Environment					
7					Social Development					
8					Corporate & Co-operative Governance					
9					Sports & Recreation					
10					Education, Skills & Information Support					

3.5 SECTOR ALIGNMENT

With the 2014/15 IDP Review, Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the district. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs. The tables that follow provide details of the projects/programmes planned by the various Departments in the district.

NATIONALLY / PROVINCIALLY DRIVEN PROJECT

Human Settlements Project Budget allocation 2016-17

UNITS	**900**
SERVICES	**1,127**
RECTIFICATION	**89**
BUDGET	**R184,384,379**

PROJECT	COMMENTS
BAVIAANS – STEYTLERVILLE 82	The tender was awarded. The contractor will start on site in April 2016
BAVIAANS – WILLOWMORE 110	The tender was awarded. The contractor is on site started in March 2016.
BAVIAANS – 13 DESTITUTE	The 13 units will be built by the Willowmore 110 Contractor.
CAMDEBOO – NIEU BETHESDA 250	The planning stage is currently underway (busy with WULA studies)
CAMDEBOO – UMASIZAKHE 242	The tender was awarded. The contractor will start in April 2016.
CAMDEBOO – MANDELA PARK 273	The tender was awarded. The contractor will start in April 2016.
CAMDEBOO – 8 DESTITUTE	The 8 units will be built by the Umasizakhe 242 Contractor.
IKWEZI – JANSENVILLE 350	**The 4 units will be built by the Steytlerville 82 Contractor.**
KOUGA – HANKEY 990	**The Planning stage is currently underway (Installation of Bulk Infrastructure).**
KOUGA – KRUISFONTEIN 2500 (391)	**The Contractor has been appointed.**
KOUGA – OCEAN VIEW 1500	**The Project is on early stages of Procurement (Procurement Strategy to be approved)**
KOUGA – PATENSIE 278	**The Planning stage is currently underway (Installation of Bulk Infrastructure).**

KOUGA – PELLSRUS 220	**The Project is on early stages of Procurement (The tendering stage is underway)**
MAKANA – FORT BROWN 188	**The Planning stage is currently underway (Designing of the Layout Plan).**
MAKANA – TRANSIT CAMP 440	**The Contractor has been appointed.**
MAKANA – INFILL PROJECT	**The Municipality to determine the number of serviced sites so that the Project size can be determined.**
MAKANA – ALICEDALE 321	**The Planning stage is currently underway (Site pegging to start).**
MAKANA – ALICEDALE 27	**The Contractor has been appointed and is busy with site establishment.**
NDLAMBE ractor has been	**The Contractor is on site and progressing well.**
NDLAMBE ractor is on site a	**The Contractor is on site.**
NDLAMBE ractor is on	**The Procurement stage to commence upon approval of funding.**
SUNDAYS RIVER – ADDO NOLUTHANDO 801	**The Project is on early stages of Procurement (The tendering stage is underway).**
SUNDAYS RIVER – ENON & BERSHEBA 450	**The Contractor is on site.**
SUNDAYS RIVER – LANGBOS 300	**The Planning stage is not yet completed (Bulk Infrastructure upgrading required).**
KOUKAMMA ing stage is not yet com	**The Planning stage is currently underway (Busy with EIA process).**
BLUE CRANE ROUTE – OLD MNANDI 93	**The tender was awarded. The contractor will start on site in April 2016.**
BLUE CRANE ROUTE – COOKHOUSE 150	**The tender was awarded. The contractor will start on site in April 2016.**
SUNDAYS RIVER VALLEY – MOSES MABHIDA 96	**The Rectification Programme is under review.**
KOUKAMMA – 7 PROJECTS	**The application for funding is currently underway. (Louterwater, Mountain View, new Rest, Uitkyk, Woodlands, Kagiso Heights, Krakeel River).**

PROJECTS IN THE PLANNING PHASE 2016-17

PROJECT
IKWEZI WATERFORD 100
NDLAMBE ALEXANDRIA 1500
NDLAMBE MARSELLE 1000
NDLAMBE BATHURST 1000
NDLAMBE THORNHILL 4400 (PHASE2 – 600)
BLUE CRANE COOKHOUSE 500
BLUE CRANE PEARSTON 261
KOUGA HANKEY WESTON 96
MAKANA ETHEMBENI 2000
SRVM MOLLY BLACKBURN 450

Social Development

BUDGET ALLOCATION FOR 2016/17 MTEF (R'000) = 11, 283 600.00

LOCAL MUNICIPALITY	AREA OFFICE	LOCATION (PHYSICAL ADDRESS OF THE ORGANISATION)	WARD	FACILITY NO	PROJECT NAME	PURPOSE	Max Cap	RATE	months	OLDER PROGRAMME ALLOCATION
Sundays River Valley	Humansdorp	470 Aloe Street, Valencia, Addo, 6105	5	11508	Abethu Service Centre	Service Centres	30	200	12	72,000
Sundays River Valley	Humansdorp	84 Tarentaal Street, Bergsig, Kirkwood, 6120	2	102	Bergsig Service Centre	Service Centres	28	200	12	67,200
Sundays River Valley	Humansdorp	97 Yokwe Street, Kwazenzele, Paterson, 6130	2	12030	Bonwabisi Service Centre	Service Centres	20	200	12	48,000
Sundays River Valley	Humansdorp	House 519, Bersheba Location, Bersheba, 6125	2	11507	Bubele Service Centre	Service Centres	20	200	12	48,000
Sundays River Valley	Humansdorp	Mendi Street, Nomathamsanqa, Addo, 6105	5	17	Noncedo Service Centre	Service Centres	25	200	12	60,000
Sundays River Valley	Humansdorp	Whytes Road, Kirkwood, 6120	2	153040	Valleihof Old Age Home	Home For Aged	30	1700	12	612,000
										907,200
Koukamma	Humansdorp	Bazia Street,Clarkson 6302	5	11335	Sonskyn Service Centre	Service Centres	25	200	12	60,000
Koukamma	Humansdorp	Sargaria Church,Main Street,Joubertina	3	11334	Dahlia Service Centre	Service Centres	21	200	12	50,400
Koukamma	Humansdorp	3 Louw Street,Joubertina 6410	2	70	Huis Formosa Old Age Home	Home For Aged	48	1700	12	979,200
										1,089,600
Kouga	Humansdorp	20 Tshume Street Ext 4, Hankey	9	11509	Flying Stars Service Centre	Service Centres	20	200	12	48,000
Kouga	Humansdorp	Kwanomzamo Community Hall, Humansdorp, 6300	4	11510	Jongilanga Service Centre	Service Centres	50	200	12	120,000
Kouga	Humansdorp	Felix Street, Kruisfontein, Humansdorp, 6300	4	130	Kruisfontein Service Centre	Service Centres	25	200	12	60,000
Kouga	Humansdorp	21 Marlene Street, Loerie, 6370	7	12031	Wise People Service Centre	Service Centres	17	200	12	40,800
Kouga	Humansdorp	Cupido Street Humansdorp 6300	5	127	Protea Service Centre	Service Centres	30	200	12	72,000
Kouga	Humansdorp	88 Daku Street, Weston,	13	12343	Mzukisi Faleni	Service	40	200	12	96,000

LOCAL MUNICIPALITY	AREA OFFICE	LOCATION (PHYSICAL ADDRESS OF THE ORGANISATION)	WARD	FACILITY NO	PROJECT NAME	PURPOSE	Max Cap	RATE	months	OLDER PROGRAMME ALLOCATION
		Hankey, 6350			Foundation Service Centre	Centres				
Kouga	Humansdorp	Heugh Street Humansdorp 6300	5	121	Ons Tuiste Old Age Home	Home For Aged	65	1700	12	1,326,000
										1,762,800
Ndlambe	Grahamstown	693 Main Street ,Community Project Building,Marselle,6190	3	201	Marselle Service Centre	Service Centres	40	200	12	96,000
Ndlambe	Grahamstown	210 Harmony Park, Klipfontein, 6190	3	10062	Klipfontein Service Centre	Service Centres	25	200	12	60,000
Ndlambe	Grahamstown	2641 Mangele Street,Ekhuphumleni Location,Kenton-on-sea	4	217	Kenton on Sea Service Centre	Service Centres	40	200	12	96,000
Ndlambe	Grahamstown	Freestone Burthust 6166	5	9676	Tyhilulwazi Service Centre	Service Centres	55	200	12	132,000
Ndlambe	Grahamstown	3308 Joe Slovo Drive,Nemato,Port Alfred	7	8879	House of Hapiness	Service Centres	40	200	12	96,000
Ndlambe	Grahamstown	Retief Street ,Alexandria 6185	2	241	ACVV Huis Diaz	Home For Aged	25	1700	12	510,000
Ndlambe	Grahamstown	14 Pike Lane,Port Alfred,6170	1	1300	Damant Lodge home for the aged	Home For Aged	20	1700	12	408,000
										1,398,000
Makana	Grahamstown	2A Hill Street,rahamstown	11	210	ACVV Senior Citizens Service Centre	Service Centres	70	200	12	168,000
Makana	Grahamstown	Raglan Road Grahamstown 6139	9	9376	Raglan Road Multi Pupose S.C	Service Centres	30	200	12	72,000
Makana	Grahamstown	22 Albany Road Grahamstown 6139	4	212	Antic Service Centre	Service Centres	70	200	12	168,000
Makana	Grahamstown	2 Hill Street Grahamstown 6139	11	216	Meals on wheels Service Centre	Service Centres	40	200	12	96,000
Makana	Grahamstown	Nompondo Street,Joza Grahamstown	2	8881	Vezidanga Service Centre	Service Centres	30	200	12	72,000
Makana	Grahamstown	43 Curries Street Grahamstown 6140	4	221	McKaiser Old Age Home	Home For Aged	22	1700	12	448,800

LOCAL MUNICIPALITY	AREA OFFICE	LOCATION (PHYSICAL ADDRESS OF THE ORGANISATION)	WARD	FACILITY NO	PROJECT NAME	PURPOSE	Max Cap	RATE	months	OLDER PROGRAMME ALLOCATION
Makana	Grahamstown	9 Donkin Street Grahamstown 6140	4	238	Brookshaw Home	Home For Aged	11	1700	12	224,400
										1,249,200
Camdeboo	Graaff-Reinet	197 Jones Street, Aberdeen	1	11498	Aberdeen Older Persons Service Centre	Service Centres	20	200	12	48,000
Camdeboo	Graaff-Reinet	Old Umasizakhe Clinic	2	9679	GRT HCBC	Service Centres	35	200	12	84,000
Camdeboo	Graaff-Reinet	Old Umasizakhe Clinic	2, 6	133	Masincedane service centre	Service Centres	30	200	12	72,000
Camdeboo	Graaff-Reinet	638 Hudson Street, Nieu Bethesda	7	9538	Nieu Bethesda Older Persons Service Centre	Service Centres	60	200	12	144,000
Camdeboo	Graaff-Reinet	16 Lower Reserve, Umasizakhe,GRT	2, 6	1248	N.V.Sobukhwe Old Age Care Centre	Service Centres	60	200	12	144,000
Camdeboo	Graaff-Reinet	Rabie Street, Aberdeen	1	1295	Aalwynhof Old Age Home	Home For Aged	32	1700	12	652,800
Camdeboo	Graaff-Reinet	19 Stockenstroon Street, Graaff-Reinet	2	1297	Huis van de Graaff	Home For Aged	30	1700	12	612,000
										1,756,800
Blue Crane	Graaff-Reinet	79 Hermans Booi Street, Somerset East	5	11499	Malukhanye Service Centre	Service Centres	40	200	12	96,000
Blue Crane	Graaff-Reinet	Mziwabantu Clininc, Pearston	4	134	Nelsig/Khanyiso Service Centre	Service Centres	40	200	12	96,000
Blue Crane	Graaff-Reinet	10 Camdeboo Street, Francisvalle Somerset	5	128	Somerset East Service Centre	Service Centres	50	200	12	120,000
Blue Crane	Graaff-Reinet	6 Bell Street, Somerset East	2	123	ACV V Somerset East Huis Silwerjare	Home For Aged	32	1700	12	652,800
										964,800
Baviaans	Graaff-Reinet	37 Victoria Steet, Steytlerville	2	8977	Masibambane Service Centre	Service Centres	60	200	12	144,000
Baviaans	Graaff-Reinet	41 Freezia Street, Willowmore	3	9825	Silver Stream Centre for the Aged	Service Centres	30	200	12	72,000
Baviaans	Graaff-Reinet	Congreational Church Zaaymanshoek,	1	9813	Zaaymanshoek Senior Burger Klub	Service Centres	60	200	12	144,000

LOCAL MUNICIPALITY	AREA OFFICE	LOCATION (PHYSICAL ADDRESS OF THE ORGANISATION)	WARD	FACILITY NO	PROJECT NAME	PURPOSE	Max Cap	RATE	months	OLDER PROGRAMME ALLOCATION
		Baviaanskloof								
Baviaans	Graaff-Reinet	Wehemeyer Street, Willowmore	1	114	Die Gert Greeff Tehuis	Home For Aged	28	1700	12	571,200
										931,200
Ikwezi	Graaff-Reinet	1 Princevale Location, Klipplaat	3	135	Nomzamo service center	Service Centres	50	200	12	120,000
Ikwezi	Graaff-Reinet	27 Bricksfield location, Jansenville	2	124	Nonceba Service Centre	Service Centres	60	200	12	144,000
Ikwezi	Graaff-Reinet	1 Jones Street, Willowmore	1	23	Huis Welverdiend	Home For Aged	30	1700	12	612,000
										876,000
Sarah Baartman District Municipality Total										**10,905,600**

Social Development Summary of Budget allocation 2016/17

MUNICIPALITIES	TOTAL BUDGET ALLOCATION OF ALL PROGRAMMES
NDLAMBE MUNICIPALITY	R5, 513 955.00
MAKANA MUNICIPALITY	R8, 072 006.00
KOUKAMMA MUNICIPALITY	R2, 575 804.00
KOUGA MUNICIPLAITY	R6, 282 769.00
SUNDAYS RIVER VALLEY	R2, 017 075.00
CAMDEBOO MUNICIPALITY	R5, 711 355.00
BAVIAANS MUNICIPALITY	R2,056 075.00
IKHWEZI MUNICIPALITY	R1,594 650.00
BLUE CRANE MUNICIPALITY	R4, 397 730.00
TOTAL ALLOCATED BUDGET FOR DISTRICT	**R 38, 221 419.00**

Department of water and Sanitation
RBIG Projects in Sarah Baartman 2015/16 and 2016/17

Scheme	District Municipality	Local Municipality	Implementing Agent	Project Cost	Project Cost DWS Commitment	Revised Budget Allocation 2015/16	Proposed Budget Allocation 2016/17
Steytlerville Water Supply Scheme	Sarah Baartman	Baviaans	Baviaans	111 308 000	90 494 463	32 127 311	23 893 000
Ndlambe Regional Bulk Water Supply Phase 1	Sarah Baartman	Ndlambe	Amatola Water	879 000 000	588 122 935	81 592 000	77 869 000
Sundays River Bulk Water Supply	Sarah Baartman	Sundays River Valley/ Paterson	Amatola Water	106 465 481	106 465 481	9 346 000	5 450 350
James Kleynhans Bulk Water Supply	Sarah Baartman	Makana	Makana	66 000 000	66 000 000	3 429 374	26 000 000
Graaff-Reinet Emergency WSS	Sarah Baartman	Camdeboo	Camdeboo	54 000 000	54 000 000	2 174 103	23 440 000
Ikwezi Bulk Water Supply	Sarah Baartman	Ikwezi	Amatola Water		50 557 000	1 410 000	12 615 000
Misgund Bulk Water Supply	Sarah Baartman	Koukamma	Amatola Water	13 640 264	13 640 000	472 000	8 987 464
Kirkwood Water Treatment Works	Sarah Baartman	Sundays River Valley	Amatola Water	20 500 000	20 500 000	1 433 239	8 546 315
Belmont WWTW	Sarah Baartman	Makana	Makana	142 000 000	142 000 000	0	17 500 000
Makana Bulk Sewer	Sarah Baartman	Makana	Makana		15 000 000	0	15 000 000
Mayfield WWTW	Sarah Baartman	Makana	Makana	72 433 000	72 473 000	2 500 000	27 500 000

Eskom Electrification projects 2016-17

Baviaans

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Baviaans Ward Ext	Pre- Engineering	R 140 749.00	0
Eskom	Baviaans Infills	Infills	R 180 000.00	15
			R 320 749.00	15

Camdeboo

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Nieu Bethesda	Pre- Engineering	R 375 000.00	0
Eskom	Camdeboo Infills	Infills	R 187 500.00	15
			R562 500.00	15

Kouga

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Hankey, Patensie, Weston	Pre- Engineering	R 659 649.00	0
Eskom	Kouga Infills	Infills	R 600 000.00	50
			R 1 259 649.00	50

Kou-Kamma

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Kou-Kamma Housing	Household	R 1 312 500.00	105
Eskom	Kou- Kamma Housing 17/18	Pre-Engineering	R 105 526.00	0
Eskom	Kou-Kamma Infills	Iinfills	R150 000.00	12
			R 1 568 026.00	117

Makana

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Mayfield Housing Development	Pre-Engineering	R 950 000.00	0
Eskom	Makana Infills	Infills	R 2 400 000.00	200
Eskom	Fort Brown Housing	Pre- Engineering	R 100 000.00	0
			R 3 450 000.00	200

Ndlambe

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Ndlambe Housing Development	Pre-Engineering	R 394 737.00	0
Eskom	Ndlambe Infills	Infills	R 43 860.00	4
			R 438 597.00	04

Sundays River Valley Municipality

Department/ Institution	Project/ Program Name	Project/ program description/ nature of the project	Proposed budget (VAT Incl.)	No. of beneficiaries
Eskom	Langbos	Household	R4 650 000.00	300
Eskom	Langbos Link Line	Infrastructure Line	R 1825 000.00	0
Eskom	Molly Blackburn	Pre- Engineering	R 454 028.00	0
Eskom	Sunday's River Infills	Infills	R 228 000.00	19
			R7 157 028.00	319

Sarah Baartman

DISTRICT MUNICIPALITY

Province of the Eastern Cape

progress through development

4.1 Spatial strategies

The spatial outcomes of each of the Pillars are set out in the following paragraphs.

4.1.1 Spatial Synopsis

Human Settlement

- Nodal
- Dispersed
- Along transportation routes
- Settlement Areas (Koukamma, Kouga)
- Smaller inland settlements are declining in size.
- Coastal settlements including SRV are growing
- Settlement backlog in coastal settlements (Incl. Makana and SRV)

Environment

- Vast biodiversity network
- Opportunities for tourism

Economic

- Limited higher potential agric land (Sundays , Gamtoos, Fish, Dairy – Koukamma & Ndlambe)
- Forestry – Koukamma
- Low intensity small stock farming (Karoo)

Infrastructure

- Good primary road network (Access to all settlements) – Upgrading and maintenance required.
- Services backlog in coastal settlements – Can be expected to grow.
- Renewable energy potential - Particularly wind.

Human Resources and Governance

- Lack of capacity to mainstream spatial planning
- SPLUM Bill - Implications

Rural development

- Area based plan implementation
- N2 development corridor

4.1.2 Core Values and Principles

PROVINCIAL
SPATIAL DEVELOPMENT
PLAN - EASTERN CAPE

Core Values of Spatial Planning

- Reduced settlement sprawl and more compact formalised settlement through densification and diverse, mixed land uses;
- Economy and efficiency of development clustered along strategic transport routes;
- Correction of the historically distorted spatial patterns of settlement with optimum use of existing infrastructure, integration of residential and employment opportunities in close proximity to each other;
- Integration, synergy and linkages between urban and rural areas supported by appropriate infrastructure;
- Community based spatial planning and enforceable land use management based on agreed sustainable community development codes with unified provincial legislation
- Achieving integrated development at community level;
- Integrated spatial development plans (SDFs) which are the principal development management tool for all stakeholders, across the province ("wall to wall") founded on flourishing livelihoods, conserving natural resources and the needs of community neighbourhoods (sustainable development
- Environmental integrity and sustainability through achieving a balance between safeguarding natural resources, optimizing the livelihoods of communities and developing a flourishing economy.
- Optimum use of existing resources including agriculture, forestry, renewable energy potential, already impacted land (brownfield areas) minerals, bulk infrastructure, roads, transportation and social facilities;

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
progress through development

SBDM Spatial Planning

Principles

- A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets (be they infrastructural or social in nature) and the potential for future growth and development.
- Development must seek to create opportunities that will facilitate economically competitive communities and contribute to the development of the regional economy
- Development must serve the needs of the community and encourage a desired urban and rural spatial form
- Spatial development planning and land use management is to be undertaken in an inclusive and integrated manner

Objectives

- The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's
- Efficient and integrated spatial development of infrastructure and transport systems
- A diverse and growing economy supported by sustainably utilised natural resources.
- Managed development of compact and sustainable human settlements with appropriate infrastructure.

4.1.3 Environmental Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
• Environmental integrity and sustainability through achieving a balance between safeguarding natural resources, optimizing the livelihoods of communities and developing a flourishing economy.	• A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets (be they infrastructural or social in nature) and the potential for future growth and development.	• **Environment** • Economic • Infrastructure	• The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's	• Spatially demarcate the ECPSDF biodiversity framework (Critical biodiversity areas, protected nature reserves and parks) • Ensure that the guidelines contained in the ECBCF and the Coastal EMF are accommodated in the LM SDF's	• Reflect the ECPSDF Biodiversity network on the SBDM SDF Map.	• Refer to Environmental Spatial Outcomes Plan and SBDM SDF Map
					• Ensure that the appropriate biodiversity data is available to the LM's for incorporation in the LM SDF's	
					• Ensure that the guidelines contained in the Coastal EMF (Port St Johns to Cannon Rocks) are taken into account in the appropriate LM SDF.	
					• Capacitate the LM's regarding the usage and interpretation of the ECBCF guidelines and data	

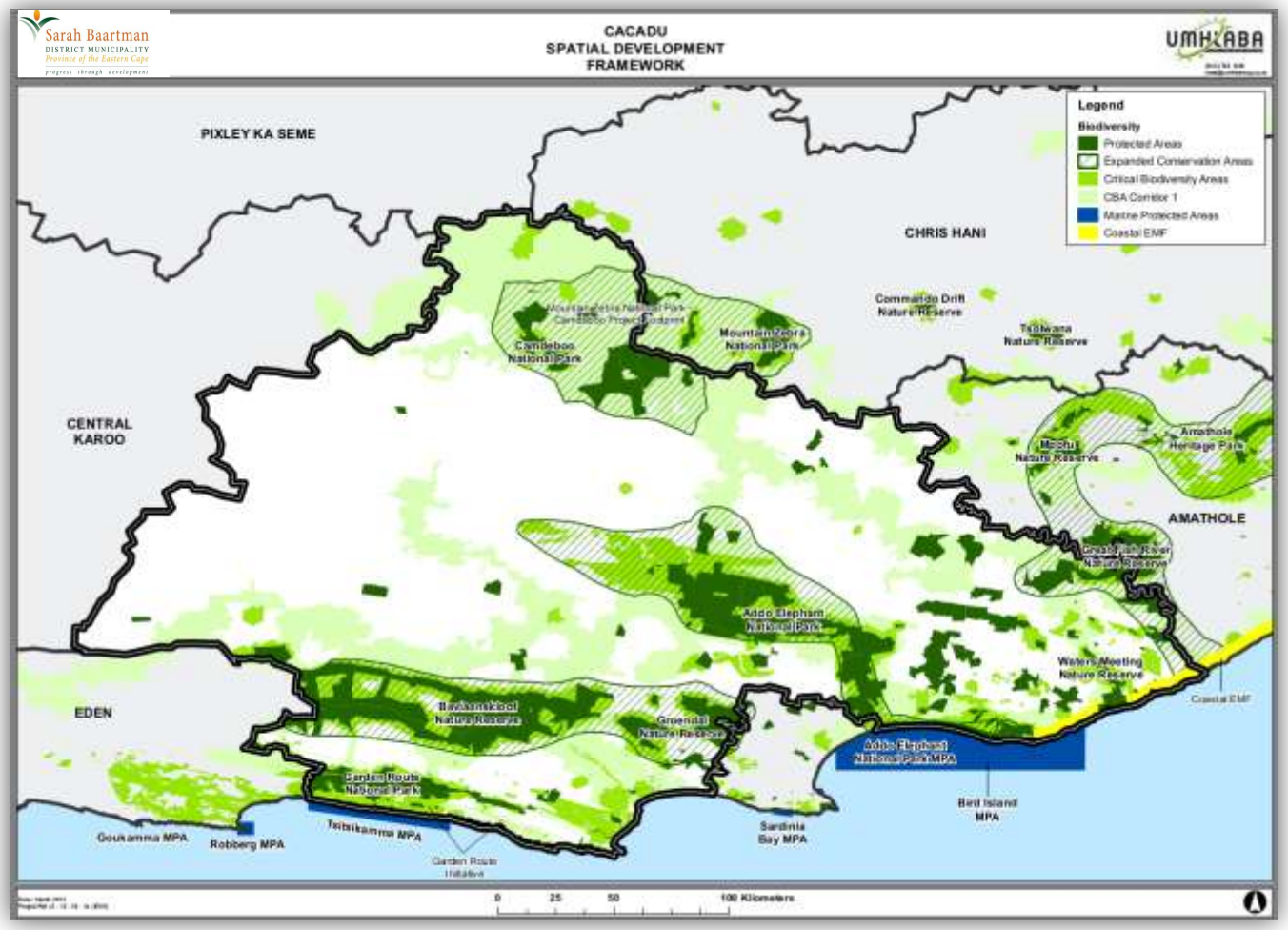
4.1.4 Environmental Spatial Outcome

Pillar	Environment	Spatial Planning Objective	The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's
SBDM Priority	N/A		
Key Issues		**Spatial Outcome:**	**Refer to the Plan below**

- Not a core competency of the SBDM.
- There are legislative obligations on the SBDM to ensure that the principles of NEMA are implemented.
- Take cognisance of the guidelines contained in the Coastal EMF .

Strategies

- Map the ECPSDF biodiversity framework (Critical Biodiversity Areas, protected nature reserves and parks)
- Make the appropriate biodiversity data available to the LM's
- Capacitate the LM's regarding the usage and interpretation of the guidelines and data
- Ensure that the Ndlambe and Sundays River Valley SDF's take cognisance of the guidelines contained in the Coastal EMF.



4.1.5 Infrastructure and Economic Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
• Optimum use of existing resources including agriculture, forestry, renewable energy potential, already impacted land (brownfield areas) minerals, bulk infrastructure, roads, transportation and social facilities;	• Development must seek to create opportunities that will facilitate economically competitive communities and contribute to the development of the regional economy	• **Economic** • **Infrastructure** • Environment	• Efficient and integrated spatial development of infrastructure and transport systems • A diverse and growing economy supported by sustainably utilised natural resources	• Spatially demarcate the district resource areas. • Formulate guidelines for development/change in land usage outside existing settlements. • Focus infrastructure development in areas of highest need and potential. • Identify areas where strategic infrastructure projects and programs can help boost economic growth and attract private investment. • Provide appropriate basic services to all settlements within the district	• Reflect the resource areas in the Sarah Baartman SDF	• Refer to the Economic Spatial Outcomes Plan and the SBDM SDF Maps
					• Formulate rural development guidelines (Focussed on the protection of resource and environmental areas)	• Completed
					• Spatially reflect the areas where infrastructure investment should be focussed (Both backlog and future demand).	• Refer to the Infrastructure Spatial Outcomes Plan and the SBDM SDF Maps.

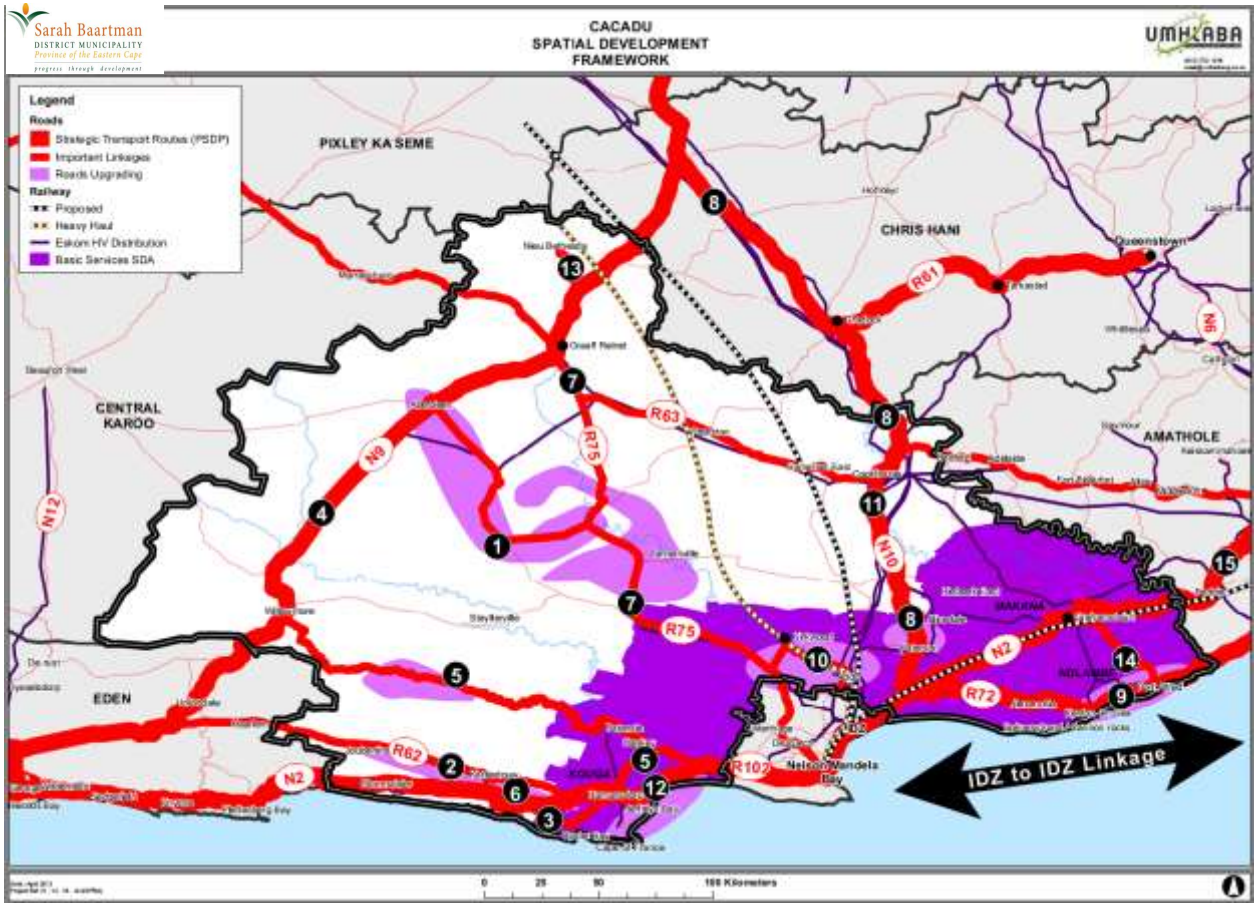
4.1.6 Infrastructure Spatial Outcomes

Pillar	Infrastructure	Spatial Planning Objective	Efficient and integrated spatial development of infrastructure and transport systems.
SBDM Priority	Infrastructure Investment		
Key Issues		**Spatial Outcome:**	**Refer to the Plan below**

- The effectiveness of the road infrastructure is directly related to the economic activity of the District.
- The national and provincial roads provide effective access within the district and province.
- The extensive network of gravel roads requires maintenance and upgrading (The cost in low density areas may be prohibitive.)
- The proposed freight rail route from Coega IDZ to the north.
- The lack of bulk water supply (Inland and at the coast) remains relevant.
- The provision of regional solid waste sites instead of site at each settlement needs to be investigated.
- The accommodation of renewable energy infrastructure within the District.
- The provision of bulk electricity to the sparsely populated interior remains expensive.
- The proposed Thyspunt nuclear power station will enhance the bulk electrical supply within the region.
- Transportation linkages between the Coega and East London IDZ's.
- The N2 development initiative (ECPSDF) needs to be accommodated.
- Ndlambe, Makana, Sundays River Valley and Kouga have significant services backlogs.
- Population growth trend in the coastal settlements needs to be acknowledged in infrastructure planning.

Strategies

- Focus infrastructure development in areas of highest need and potential.
- Establish district wide infrastructure planning, implementation and monitoring capacity.
- Identify areas where strategic infrastructure projects and programs can help boost economic growth and attract private investment.
  Provide appropriate basic services to all settlements within the district



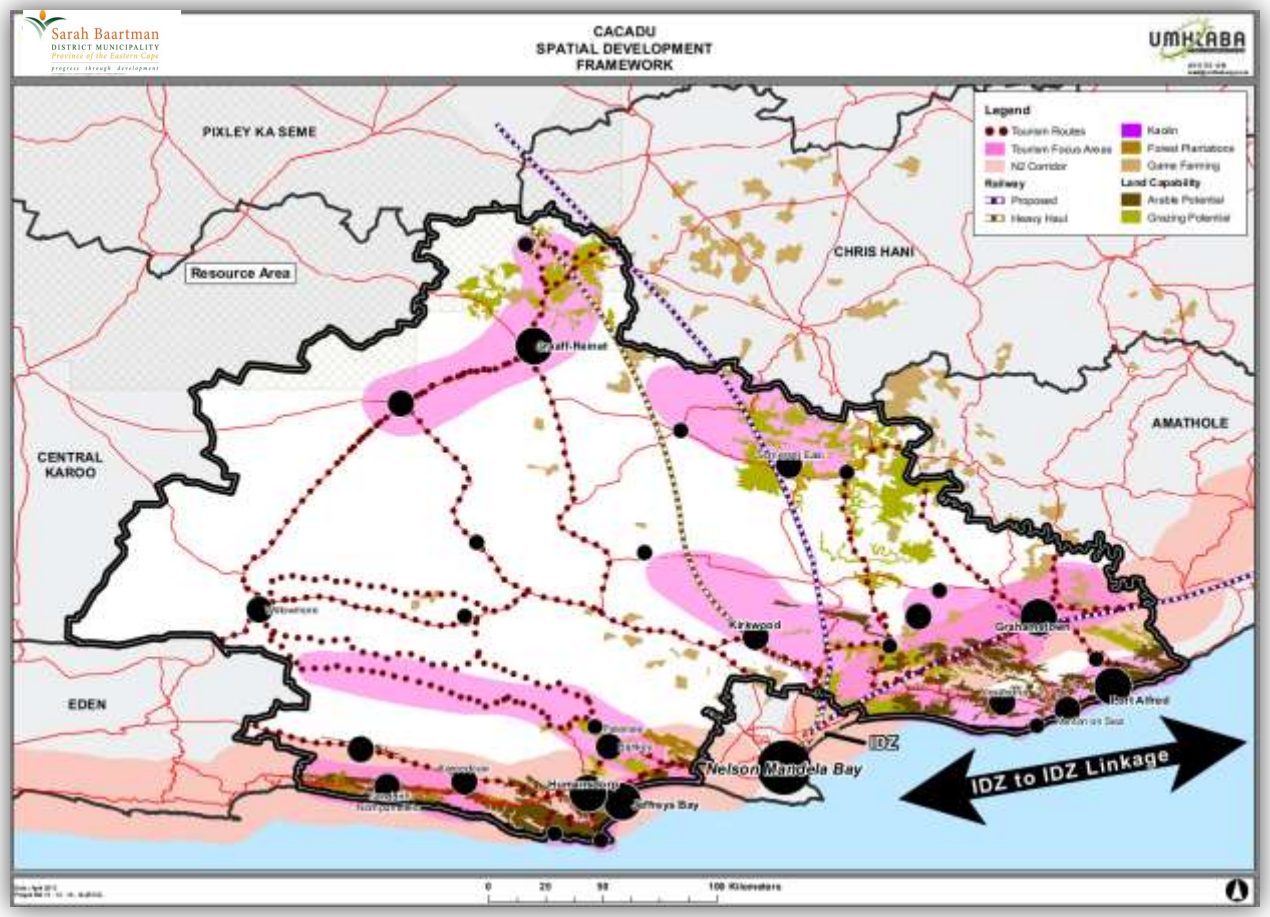
4.1.7 Economic Spatial Outcomes

Pillar	Economic	Spatial Planning Objective	A diverse and growing economy supported by sustainably utilised natural resources.
SBDM Priority	N/A		
Key Issues		**Spatial Outcome:**	**Refer to the Plan below**

- The District serves as the economic hinterland /service area for the Nelson Mandela Bay Metro.
- The economy is dependent on the natural resources of the area (Tourism and production).
- Spatial planning initiatives need to support the implementation of the SEED strategies by:
  - Implementing effective spatial planning land use management
  - SDF to identify areas for renewable energy production
  - Recognizing that game reserves and farming are playing a bigger role in the economy
  - Urban Regeneration Projects
  - Identify where infrastructure upgrading is required.
  - Provide the spatial framework for the ABP
- Inappropriate land use change can have a negative impact on district resources and the economy.
- The ECPSDF identified areas of the District for future game farming activities. Some of these areas, particularly in Ndlambe, parts of Makana and Camdeboo are located on higher potential arable and grazing land.
- The introduction of alternative energy generation infrastructure and the associated land use change will provide both economic opportunities but may also have a negative impact on the ecotourism of the district. (Potential changes to the visual and cultural landscapes).
- The protected area network together with the intended expansion areas (Nature reserves and parks) provide significant and expanding ecotourism opportunities within the District.
- Both the tourism and productive components of the economy are dependent on effective access. (Transportation infrastructure).

Spatial Strategies

- The resource base of the Province and the District needs to be clearly demarcated and accommodated in the LM SDF's.
- Review and adopt the SBDM's Guidelines on land use change outside the settlements.
- Identify where the improved transportation infrastructure would leverage economic growth.
- Undertake CBD regeneration projects in identified sub-district and sub-local centers



4.1.8 Human Settlement and Rural Development Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
• Reduced settlement sprawl and more compact formalised settlement through densification and diverse, mixed land uses; • Economy and efficiency of development clustered along strategic transport routes; • Correction of the historically distorted spatial patterns of settlement with optimum use of existing infrastructure, integration of residential and employment opportunities in close proximity to each other; • Integration, synergy and linkages between urban and rural areas supported by appropriate infrastructure;	• Development must serve the needs of the community and encourage a desired urban and rural spatial form	• **Human Settlement and Social Development** • Infrastructure • **Rural development** • Infrastructure	• Managed development of compact and sustainable human settlements with appropriate infrastructure, amenities and socio-economic opportunities • Integrated and broad based agrarian transformation leading to sustainable livelihoods, increased rural economic development and improved land reform	• Identify the areas (Nodes and corridors) for focussed human settlement investment • Promote a human settlement structure that recognises social, economic and functional potential • Promote sustainable compact human settlements. • Adopt guidelines for the provision of social and administrative facilities and make these available to the LM's together with the necessary training and capacity building. • Reflect the five Strategic Area Based Plan Focus areas on the SDF and ensure alignment with other SBDM initiatives e.g. Infrastructure, development and tourism focus areas. • Address potential conflict between the ABP focus areas and the Biodiversity network. • Develop a district wide commonage expansion plan.	• Establish and spatially reflect a human settlement structure and district development corridor	• Refer to the Human Settlement Spatial Outcomes Plan and the SBDM SDF Maps.
					• Formulate Human settlement guidelines based on the adopted structure.	• Completed
					• Identify the focus areas for human settlement investment and development.	• Refer to the Human Settlement Outcomes Plan and the SBDM SDF Maps
					• Capacitate the LM's with regard to the implementation of the human settlement structure and guidelines.	
					• Spatially reflect the Tourism and ABP Focus Areas and identify alignment issues.	• Refer to the Economic Spatial Outcomes Plan and the SBDM SDF Maps

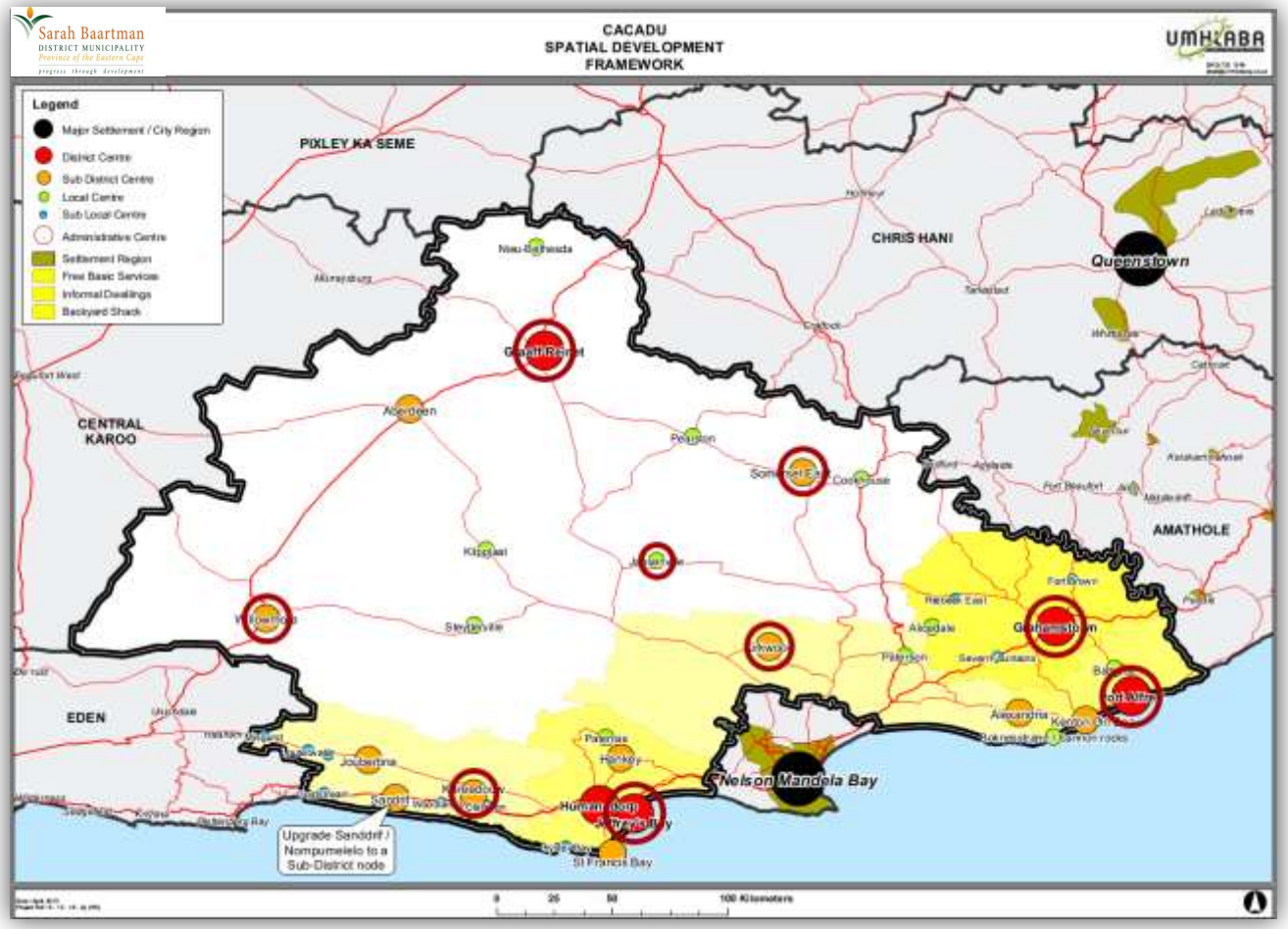
4.1.9 Human Settlement and Social Development Spatial Outcome

Pillar	Human Settlement and Social Development	Spatial Planning Objective	Managed development of compact and sustainable human settlements with appropriate infrastructure, amenities and socio-economic opportunities. ****Adapted from the EC PSDF
SBDM Priority	Provision of Community Services		
Key Issues		**Spatial Outcome:**	**Refer to the Plan below**

- The Department of Human Settlements is tasked with the development of human settlements
- Higher population growth in coastal municipalities
- An increase in informal dwellings, including backyard shacks in the coastal municipalities
- Low population growth in inland municipalities (Note: Makana has a high housing backlog, but has reflected lower growth)
- The number of and distance between settlements in Koukamma is prohibitive to effective administration and the provision of services and social/community facilities
- More than 40% of the households in the inland municipalities receive free basic services.
- The Heritage Sites captured in the SAHRA database need to be accommodated in the LM SDFs.
- Distances between most settlements prevent physical integration – effective transportation is required:
  - Potential additional linkage between N2 and R62 (Koukamma)
  - Tarring of routes from Grahamstown to Alicedale and Riebeeck East.
- The following areas function as settlement regions, where physical integration needs to be encouraged:
  - Jefferies Bay, Humansdorp, Paradise Beach
  - Cape St Francis and St Francis Bay
  - Thornham, Nomphumelelo and Sandrif
  - Joubertina, Ravinia and Tweerivieren.

Strategies

- Provide appropriate basic services to all settlements within the district (Based on settlement functioning)
- Identify areas (Nodes and corridors) for focussed human settlement investment
- Adopt a human settlement structure that recognises social, economic and functional potential.
- Adopt guidelines for the provision of social and administrative facilities and make these available to the LM's together with the necessary training and capacity building.
- Promote sustainable compact human settlements.
- Make the SAHRA heritage data available to the LM's and provide the necessary capacity in this regard.



4.1.10 Settlement Hierarchy and Functions

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
District Centre	• Jeffrey's Bay • Humansdorp • Grahamstown • Graaf-Reinet • Port Alfred	• District-level Administrative centre • Major district service centre for commercial and social goods and services • Education centre • Industrial centre for value-adding processes and local-based manufacturing • Residential development covering full range of economic bands	• Managed urban expansion and public-funded Housing development at higher densities in integrated settlement developments • Urban level of service infrastructure development (i.e. higher order level) to cater for expansion • Upgrade and maintenance of existing infrastructure • CBD management and focus on urban aesthetics • Environmental management (Game Reserve) • Commonage expansion and management

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Sub-District Centre	• Joubertina/Ravinia/Tweerivieren • Hankey • Kirkwood • Somerset East • Willowmore • Kareedouw • Aberdeen • Alexandria • Kenton-on-Sea/Bushmans River • Sandrif/Nompumelelo/Thornham • St Francis Bay/Cape St Francis	• Municipal-scale Administrative centre • Municipal-scale service centre for commercial and social goods and services • Residential development covering limited range of economic bands (Middle-income – Low-income) • Potential for value-adding agro-industrial processes • Potential for event-related tourism events	• Land Management & Administration - CBD Revitalization and associated planning • Sustainable Human Settlement Programme and infrastructure investment - Public-funded settlement development only in relation to defined need (Backlog and growth associated with current population trends and economic development potential) • Urban development at higher densities in integrated human settlements. • Maintenance and upgrade of existing infrastructure.

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Local Centre	• Jansenville • Paterson • Patensie • Bathurst • Cookhouse • Steytlerville • Pearston • Alicedale • Klipplaat • Boknesstrand/Cannon Rocks • Nieu-Bethesda	• Local-scale Administrative centre • Local-scale service centre for commercial and social goods and services • Residential development covering limited range of economic bands (Middle-income – Low- income) • Potential for value-adding agro-industrial processes • Potential for event-related tourism events	• Limit urbanization (sustainability) – Focus on infrastructure and settlement backlogs and natural growth patterns • Urban aesthetics and land use management (to support local tourism) – CBD regeneration • Maintenance and upgrade of urban level of service infrastructure • Environmental management (to support local tourism) • Identify adequate commonage land to enable food security and economic activity associated with stock.

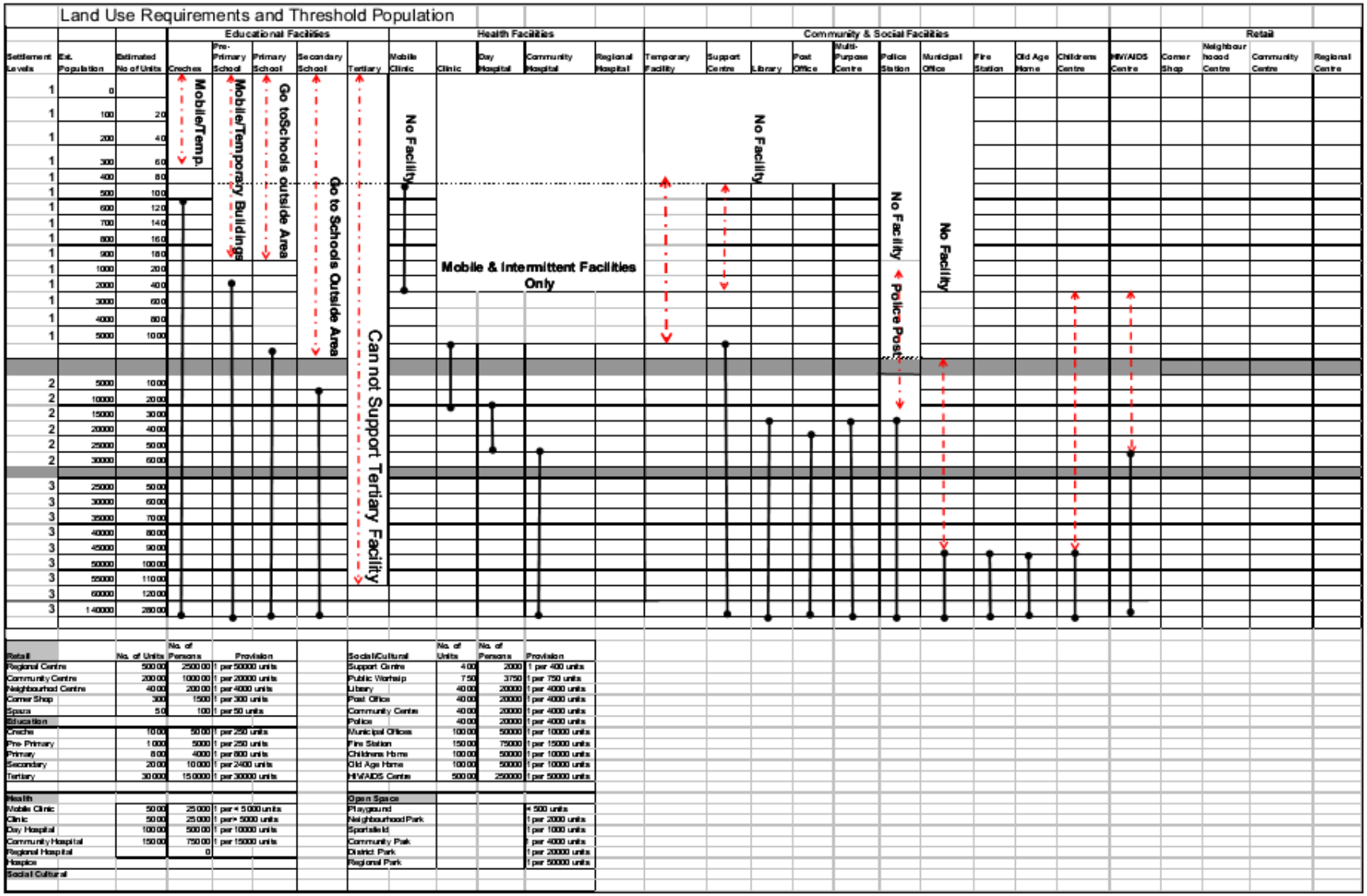
Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Sub-Local Centre	• Misgund • Coldstream • Clarkson • Oyster Bay • Seven Fountains • Fort Brown • Louterwater • Krakeelrivier • Woodlands • Riebeeck East	• Minor administrative functions • Minor service centre for social goods and services • Focused support of local economic initiatives- agriculture-based	• Prevent urban expansion beyond the planned accommodation for backlogs in human settlement (Focus on the formalisation of informal dwellings and back yard shacks) and infrastructure. • Areas where higher order facilities should be focused in first instance • Maintenance and upgrade of existing infrastructure • Basic level of service extension with provision for higher levels of service where feasible and sustainable • Local planning to maximise use of existing resources. • Identify adequate commonage land to enable food security and economic activity associated with stock.

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Rural Settlements	• Koomansbos • Eersterivier • Millar • Kleinpoort • Rietbron • Vondeling • Glenconner • Waterford • Salem • Kwaaibrand • Wolwefontein	• Primarily residential and livelihood subsistence function • Some provision of limited social goods and services	• Basic level of service extension • Local planning to maximise use of resources • Local land use schemes to be negotiated • Prevent urban expansion beyond the current planned for the accommodation of backlogs in infrastructure and settlement (Formalisation of the informal dwellings only) • Identify adequate commonage land to enable food security and economic activity associated with stock.

4.1.11 Settlement Facility Guidelines

The provision of land use functions to enable human settlement development with the appropriate provision of services.

Spatial Guideline	Services and Facilities



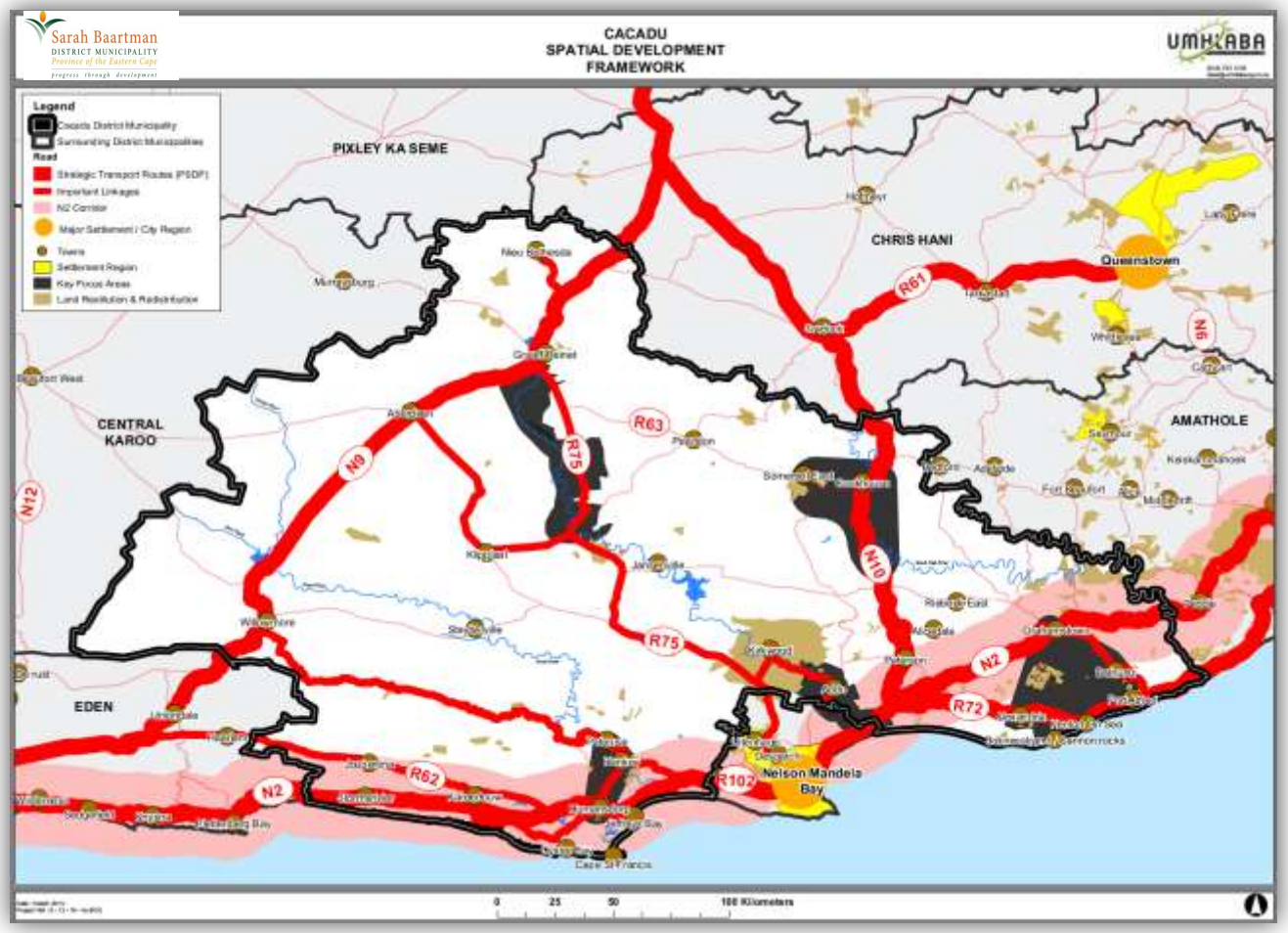
4.1.12 Rural Development Spatial Outcome

Pillar	Rural Development	Spatial Planning Objective	Integrated and broad based agrarian transformation leading to sustainable livelihoods, increased rural economic development and improved land reform.
SBDM Priority	N/A		
Key Issues		**Spatial Outcome:**	**Refer to the Plan below**

- Rural development is not a core competency or function of the SBDM.
- The Department of Rural Development and Land Reform are the responsible department for Rural Development.
- The primary focus of the SBDM SDF with regard to Rural Development is to ensure that the areas identified in the Area Based Plan are appropriately aligned with the District's infrastructure and investment initiatives.
- The SBDM also needs to ensure that the LM's are incorporating the strategies set out in the Area Based Plan to enable the District to achieve its set redistribution targets. These targets need to be revised to reflect current timeframes and realistic targets given the performance of the strategies in the past.

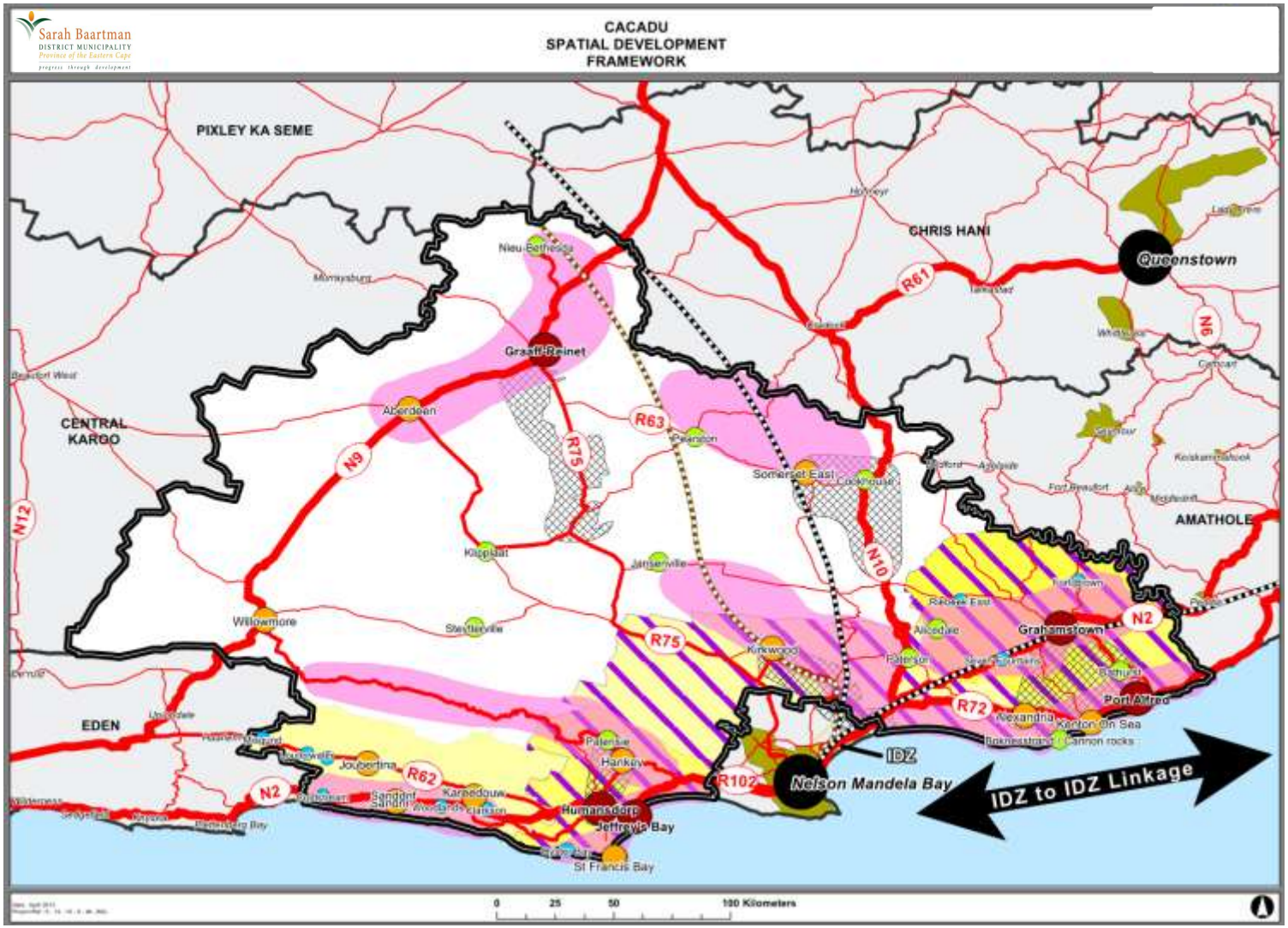
Strategies

- Reflect the five Strategic Area Based Plan Focus areas on the SDF and ensure alignment with other SBDM initiatives e.g. infrastructure, development and tourism focus areas.
- Address potential conflict between the ABP focus areas and the Biodiversity network.
- Develop a district wide commonage expansion plan.

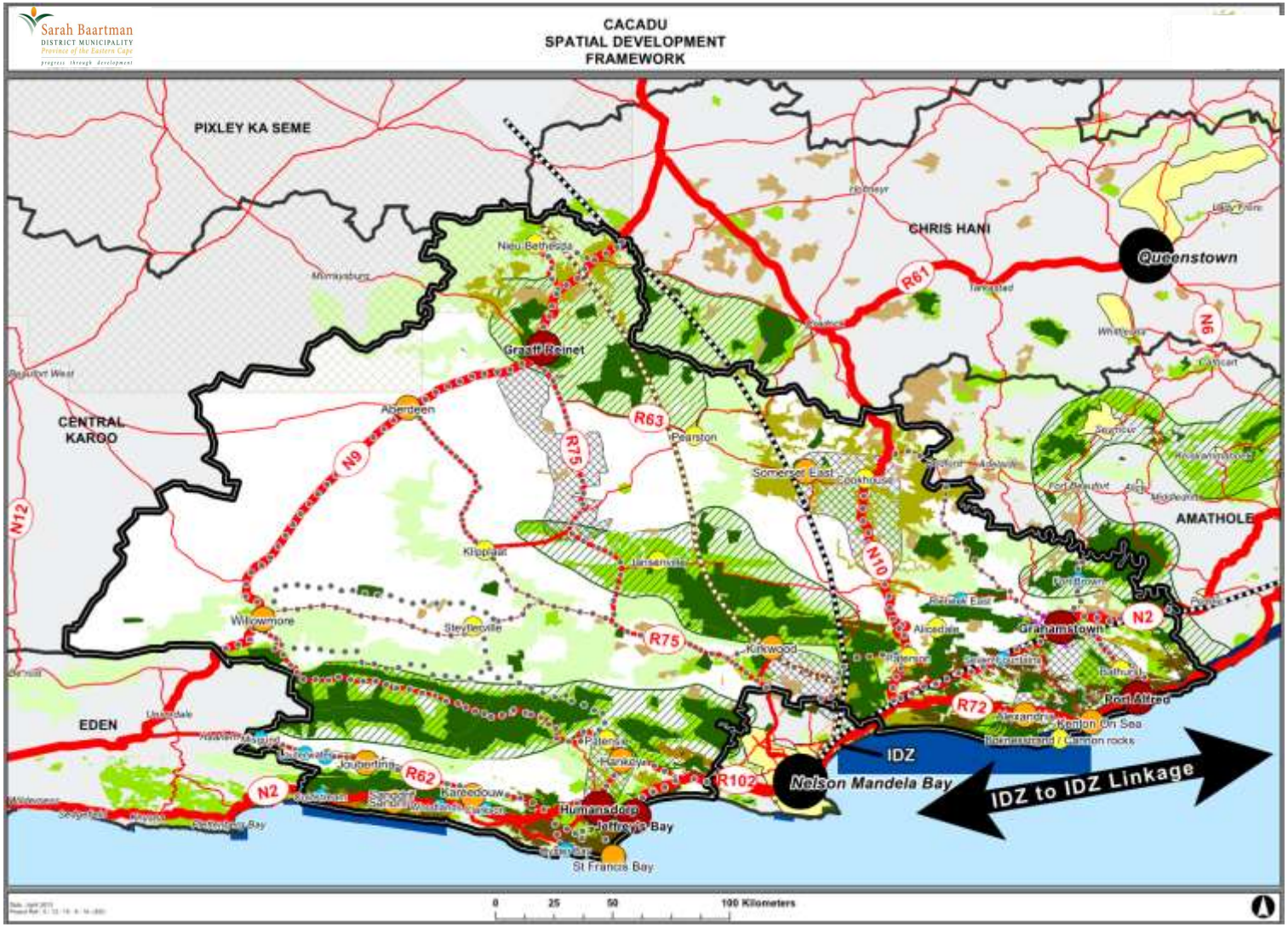


4.2 SPATIAL INTEGRATION

4.2.1 Integrated Spatial Strategy Plan

Spatial Outcome:	Integrated Spatial Development Strategy Plan
Legend ● Major Settlement / City Region ● District Centre ● Sub District Centre ● Local Centre ● Sub Local Centre **Railway** Proposed Heavy Haul **Roads** Strategic Transport Routes (PSDP) Important Linkages Tourism Focus Areas Key Focus Areas Basic Services SDA Free Basic Services Informal Dwellings Backyard Shack Settlement Region	

4.2.2 Spatial Development Framework Plan

Spatial Outcome:	Integrated Spatial Development Framework Plan
Legend Major Settlement / City Region District Centre Sub District Centre Local Centre Sub Local Centre Tourism Routes **Railway** Proposed Heavy Haul **Roads** Strategic Transport Routes (PSDP) Important Linkages Settlement Region Kaolin Forest Plantations Game Farming Key Focus Areas Fracking **Land Capability** Arable Potential Grazing Potential **Biodiversity** Protected Areas Expanded Conservation Areas Critical Biodiversity Areas CBA Corridor 1 Marine Protected Areas Coastal EMF	

4.2.3 Eastern Corridor

Spatial Outcome:	Eastern Corridor

Legend

- Major Settlement / City Region
- District Centre
- Sub District Centre
- Local Centre
- Sub Local Centre
- Tourism Routes

Railway

- Proposed
- Heavy Haul

Roads

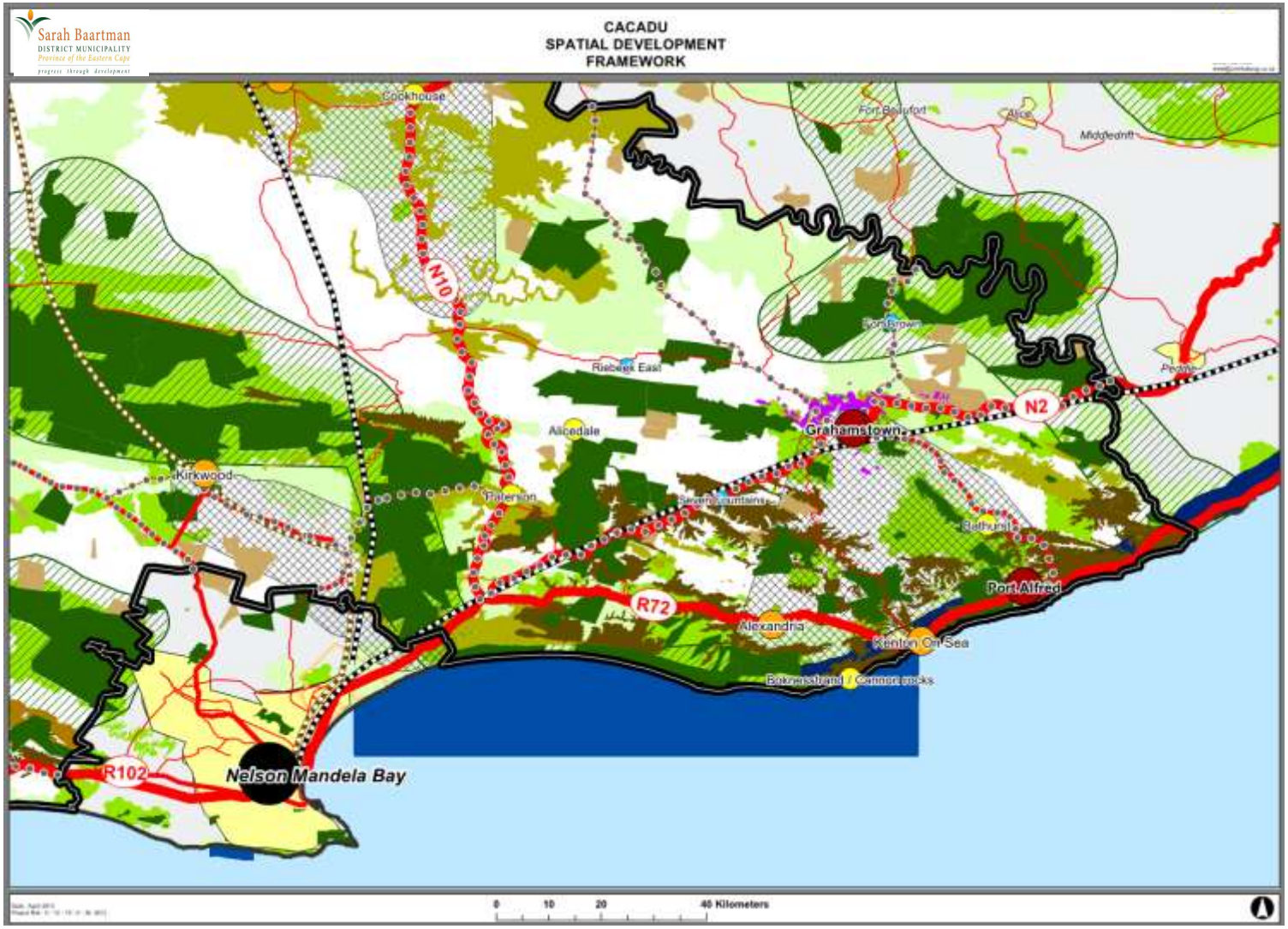
- Strategic Transport Routes (PSDP)
- Important Linkages
- Settlement Region
- Kaolin
- Forest Plantations
- Game Farming
- Key Focus Areas
- Fracking

Land Capability

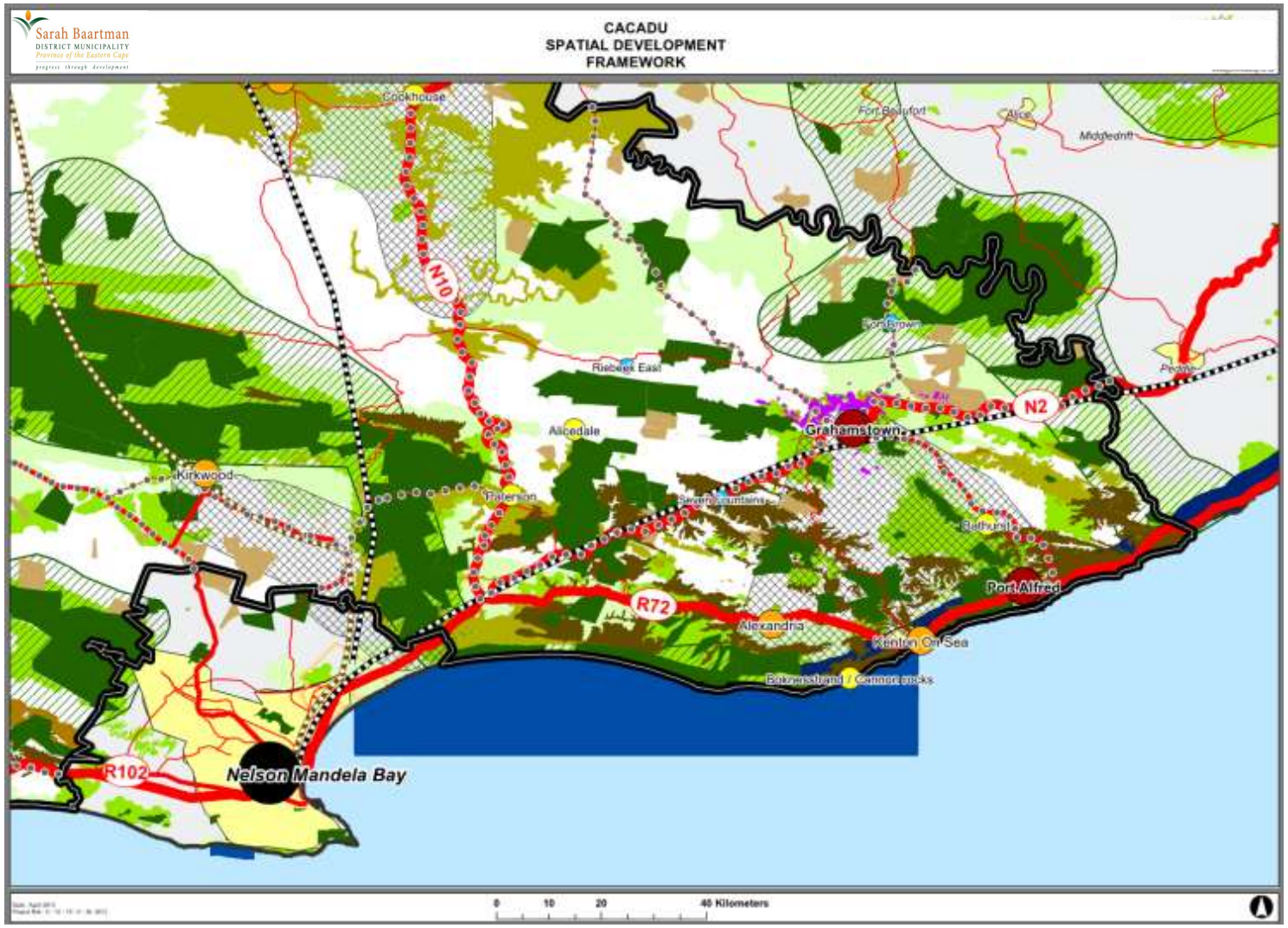
- Arable Potential
- Grazing Potential

Biodiversity

- Protected Areas
- Expanded Conservation Areas
- Critical Biodiversity Areas
- CBA Corridor 1
- Marine Protected Areas
- Coastal EMF



4.2.4 Western Corridor

Spatial Outcome:	Western Corridor
Legend Major Settlement / City Region District Centre Sub District Centre Local Centre Sub Local Centre Tourism Routes **Railway** Proposed Heavy Haul **Roads** Strategic Transport Routes (PSDP) Important Linkages Settlement Region Kaolin Forest Plantations Game Farming Key Focus Areas Fracking **Land Capability** Arable Potential Grazing Potential **Biodiversity** Protected Areas Expanded Conservation Areas Critical Biodiversity Areas CBA Corridor 1 Marine Protected Areas Coastal EMF	

4.3 Governance and Human Resources Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
• Community based spatial planning and enforceable land use management based on agreed sustainable community development codes with unified provincial legislation • Achieving integrated development at community level; • Integrated spatial development plans (SDFs) which are the principal development management tool for all stakeholders, across the province ("wall to wall") founded on flourishing livelihoods, conserving natural resources and the needs of community neighbourhoods (sustainable development)	• Spatial development planning and land use management is to be undertaken in an inclusive and integrated manner	• **Governance** • **Human Resources**	• An integrated District SDF and Land Use Management system enabling the implementation of National and Provincial spatial planning directives • A unique, relevant, competent and professional spatial development and land use planning human resource supporting informed development decision making	• Identify vertical and horizontal alignment issues to be taken into account in the LM SDFs • Establish a minimum standard for each of the LM SDF's to facilitate alignment and uniformity. • Implement the necessary adjustments to the SBDM SDF once the municipal boundary readjustments have been adopted. • Identify partners to provide capacity re land use management, administration and strategic land use planning at identified LM's – Implement shared service agreements where necessary. • Ensure effective participatory decision making by making spatial information available to the officials, politicians and residents – (Hard copy plans, internet etc.) • Establish a system where specific development records are kept. • Establish a geographic information system which will make spatial planning information available to officials (SBDM, LM and sector departments), potential investors and residents. • Determine the necessary capacity at District level to mainstream spatial planning	• Clearly reflect and communicate the cross border and ECPSDF issues that need to be accommodated in the LM SDF's.	• Alignment issues identified
					• Adopt the ECPSDF's guidelines for the preparation of SDF's as the minimum standard for the LM SDF's (The guideline documents are to be made available to the LM's)	• Reflected in the SBDM SDF
					• Approach LGTA and the Development Bank to provide capacity re land use management, administration and strategic land use planning at identified LM's.	•
					• Identify opportunities for shared service agreements (land use management	•

				and land use management within the District • Undertake training and capacity building initiatives aimed at broader awareness of spatial planning policy and legislation within the LM's.	and spatial planning capacity) where the need exists	
					• Undertake a needs assessment of the spatial planning capacity required to effectively mainstream spatial development planning and land use management within the district and the LM's.	•
					• Appoint registered professional planning capacity at the district level, which will be tasked with the rollout of spatial planning and land use management across the district.	•
					• Establish district wide infrastructure planning, implementation and monitoring capacity	•

4.4 Human Resources Outcome

Pillar	Human Resources	Spatial Planning Objective	A unique, relevant, competent and professional spatial development and land use planning human resource supporting informed development decision making.
SBDM Priority	N/A		
Key Issues		**Spatial Outcome:**	**See below**

Key Issues

- Limited human resources to undertake spatial planning in the District and in the LM's
- Information regarding spatial planning is more readily available but is not usable due to the lack of spatial planning staff.
- There is low awareness of the implications of spatial planning legislation and policy – indicating a need for training and capacity building
- Capacity needs to be created and made available in the sector departments to assist the DM with the implementation of spatial development proposals.
- There are currently no monitoring or evaluation system which enable an assessment of whether appropriate spatial and land use management is taking place within the LM's

Strategies

- Approach LGTA to provide capacity re land use management, administration and strategic land use planning at identified LM's.
- Ensure effective participatory decision making by making spatial information available to the officials, politicians and residents – (Hardcopy plans, internet etc.)
- Establish a system where specific development records are kept.
- Establish a geographic information system which will make spatial planning information available to officials (SBDM, LM and sector departments), potential investors and residents.
- Undertake a needs assessment of the spatial planning capacity required to effectively mainstream spatial development planning and land use management within the district and the LM's. In this regard combined services provision can be investigated where appropriate circumstances exist.
- Appoint registered professional planning capacity at the district level, which will be tasked with the rollout of spatial planning and land use management across the district.
- Undertake training and capacity building initiatives aimed at broader awareness of spatial planning policy and legislation within the LM's.

Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's

Municipality	SACPLAN Registered Planner	Qualified Planner (Qualification to enable SACPLAN Registration)	Administrative Support (Geography and/or administrative qualification)
Sarah Baartman DM	1	1	2
Kouga LM	1	2	2
Koukamma LM	1	1	2
Makana LM	1	2	2
Ndlambe LM	1	1	2
Sundays River Valley	1	1	2
Camdeboo LM	1	1	2
Baviaans LM Blue Crane Route LM Ikwezi LM	1 - Combined Service	2 - Combined Service	2 - Combined Service
Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's – SBDM Based Shared Service Center			
Sarah Baartman DM	4	8	8

4.5 Governance

Pillar	Governance	Spatial Planning Objective	An integrated District SDF and Land Use Management system enabling the implementation of National and Provincial spatial planning directives. ****Adapted from the EC PSDF
SBDM Priority	N/A		
Key Issues		**Spatial Outcome:**	**See below**

Key Issues

- There is a need to ensure that national and provincial spatial policy is implemented in the LM's – Vertical alignment.
- There is a plethora of legislation and policy that impacts on the land use management and spatial planning of the district and the LM's
- The Department of Rural Development and Land Reform and the EC Department of Local Government and Traditional Affairs have produced documents aimed at guiding the development of spatial development framework. The EC DLGTA document is more user friendly given the lack of spatial planning resources in the District.
- To ensure vertical and horizontal alignment a number of provincial and district wide spatial issues need to be accommodated in the relevant LM SDF's
- The realignment of the municipal boundaries will have an impact on the SDF's and IDP's of the affected LM's. This impact will also require adjustments to the SBDM SDF.

Strategies

- Clearly reflect and communicate the cross border and ECPSDF issues that need to be accommodated in the LM SDF's.
- Establish a minimum standard for each of the LM SDF's to facilitate alignment and uniformity.
- Implement the necessary adjustments to the SBDM SDF once the municipal boundary readjustments have been adopted.

District level spatial issues that need to be accommodated in the Local Municipal SDF's

Coastal LM

- Coastal (N2)development corridor
- ABP Focus Areas
- Biodiversity Footprint
- Protected areas expansion
- Coastal EMF (Canon Rocks to Great Kei)
- Renewable energy – Hydro and Wind
- Tourism Focus Areas
- Higher potential agricultural land
- Forestry
- Transportation routes
- Infrastructure and services focus zone

Interior LM

- Stressed ground water resources
- ABP Focus Areas
- Biodiversity Footprint
- Protected areas expansion
- Renewable energy – (Solar and Wind)
- Tourism Focus Areas

Chapter 5: Integration

5.1 PERFORMANCE MANAGEMENT FRAMEWORK

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standard of performance of the Sarah Baartman District as a whole through the following:

- Increased accountability and transparency
- Provision of a platform for learning and development
- Facilitation of decision making through the clarification of goals and priorities
- Provision of early warning signals highlighting underperformance
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement
- Creation of a culture of performance of the Municipality amongst all officials
- Capacitation of officials at Local Municipalities within the District, to enable the entire District to benefit from the above.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- The Municipal Systems Act (32/2000)
- The Municipal Planning and Performance Management Regulations (2001)
- The Municipal Finance Management Act (56/2003)
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006)

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

The scope of performance management is required to cover the following three areas, thus spanning all activities under the control of the Municipality:

- The Municipality as an organization and all its employees
- All entities reporting to the Municipality
- All service providers contracted by the Municipality

5.1.1 PRESENT SITUATION

SBDM formulates key performance indicators and targets and are delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in the IDP and also from needs identified in the Institutional plan following hereafter. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Sarah Baartman is monitoring the organization through the SDBIP. It is supported by individual quarterly performance appraisals for the Municipal Manager and his Directors through signed performance agreements and plans. The SDBIP and performance plans of the Municipal Manager and Directors are published on the municipal website. In addition, all levels (thus encompassing senior management) are also being monitored and measured through signed performance plans. As every activity of the SBDM is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For SBDM to succeed in its objectives, it depends on the performance of each employee.
The achievement of a compliant performance management system can only be a key contributing factor in ensuring that Sarah Baartman District Municipality is adequately able to support and partner its Local Municipalities.

5.1.2 FUTURE IMPLEMENTATION

The next financial year will see concentration on the achievement of two objectives, namely:

i) Achievement and support of a Clean Audit Report for Performance Measures thereby proving full compliance with all requirements in terms of Performance Management. This will include the realisation of predetermined objectives and targets.

The above objective was being addressed in previous financial years (as outlined below) and will be on-going in the next financial year. It is envisaged that following this huge leap in the strategic governance of Sarah Baartman, refinements will be conducted in the next financial year to ensure the system goes from strength to strength. Such refinements must include the promoted use of more development and 'outcome' indicators.

Year	Audit Opinion
2014/15	Clean Audit
2013/14	Clean Audit
2012/13	Unqualified Audit
2011/12	Unqualified Audit
2010/11	Unqualified Audit
2009/10	Unqualified Audit
2008/09	Unqualified Audit
2007/08	Unqualified Audit

ii) To increase effectiveness and promote the district-wide approach to Performance Management, which will include strengthening the use of the SBDM Automated Performance Management System at all Local Municipalities through further training.

A primary role of the Sarah Baartman District Municipality is to facilitate development of the Local Municipalities within the boundaries of the District. It is the aim of the Sarah Baartman District Municipality, that as it becomes more practiced in the field, it can in turn use this practical experience to provide hands-on support to those Municipalities requiring it. It will be an on-going development and support priority of the District Municipality until such time Local Municipalities become self-sufficient in Performance Management.

SBDM will focus on the following developmental and support initiatives to Local Municipalities;

- Continuous support in the SBDM PMS Automated Tool;
- Support in the construction of SDBIP's and Performance Agreements (technical knowledge sharing);
- PMS Reports support and knowledge sharing;
- KPI's construction – technical support;
- Legislation and compliance knowledge sharing e.g. timeframes compliance;
- Project management e.g. meeting of targets;
- Role of Internal Audit and External Audit.

iii) New objectives and strategies emanating from the decisions at the Strategic Planning Session will also be included in the Performance Management System.

iv) To create a culture of performance, SBDM will implement a performance reward system for all employees in the next financial year. This will also serve as a motivating factor to improve performance to meet the overall objectives of SBDM.

5.1.3 **THE SDBIP**

The table overleaf reflects the SBDM's draft SDBIP for 2015/16 which translates the development priorities, objectives and strategies into interventions in the form of projects. The projects contained therein are influenced by the attainment of the SBDM's objectives and strategies as illustrated in the IDP and PMS Automated System.

Table 5.1 Draft Service Delivery Budget Implementation Plan (SDBIP)

5.2 INSTITUTIONAL PLAN

5.2.1 INTRODUCTION

Effective governance is recognized by the Sarah Baartman District Municipality as a critical factor in achieving sustainable success, anticipating needs and goals, and assigning accountability. The SBDM is, therefore, committed to upholding the highest standards of governance and ethical conduct.
In its role as the district's primary governing body, the SBDM provides oversight of the district's affairs and constantly strives to improve and build on the already strong governance practices. Hence, the SBDM has adopted King III as the basis for good governance practices.

5.2.2 GOOD GOVERNANCE

5.2.2.1 Processes, Structures and Policies

The SBDM's processes, structures and policies that help ensure compliance with laws and regulations and provide clear lines of sight for decision-making and accountability, include:

i) Ethical leadership and corporate citizenship
ii) Council, Mayoral Committee and Councillors
iii) Management and staff

5.2.3 MUNICIPAL INSTITUTIONAL STRUCTURES AND ROLES

5.2.3.1 Council, Mayoral Committee and Councillors

Council is vested with the responsibility to oversee the performance of the municipality, as required by the Constitution, the Municipal Finance Management Act (MFMA) and Municipal Systems Act (MSA). This oversight responsibility of council is particularly important for the process of considering annual reports.

The MFMA gives effect to financial management reforms that place greater service delivery responsibilities on managers and makes them more accountable for performance. Whilst, in the first instance it is left to the Executive Mayor to resolve any performance failures, ultimately the council is vested with the power and responsibility to oversee both the executive and administration. Oversight occurs at various levels in a municipality and is explained in the following table:

Table 5.2: Financial Governance Framework to Local Government

	Responsible for	Oversight over	Accountable to
Council	Approving policy and budget	Executive Mayor or Committee	Community
Executive Mayor or Committee	Policy, budgets, outcomes, management of/oversight over municipal manager	Municipal Manager	Council
Municipal Manager	Outputs and implementation	The Administration	Executive Mayor or Committee
Chief Financial Officer and Directors	Outputs and implementation	Financial Management and Operational Functions	Municipal Manager

5.2.4 INSTITUTIONAL STRATEGIC FOCUS AREAS

Focus Area	Objectives	Strategy
Ensure Enhanced Service Delivery with Efficient and Effective Institutional Arrangements	Increase levels of Employee Morale and Organisational Efficiency	Development and implementation of institutional frameworks and business systems to support the SBDM's development and service delivery strategies and objectives
		Implementation of human capital management systems and processes to enhance staff alignment to business needs and improve staff morale and performance
		Implementation of Efficiency Gain Interventions Through Business Improvement Initiatives.
		Relocation of office accommodation from NMBM CBD to Kirkwood in the area of jurisdiction of the SBDM
Financial Viability And Governance Areas	*Reduce the amount of money owed to the SBDM*	Increase debt management actions
		Setting of monthly targets to achieve a payment ratio of 95% and above
		Continued engagement with National and Provincial Government departments to settle their debts
	A clean Audit	maintain sound financial management controls to ensure good governance and an unqualified Audit Report.
	Improvement of Compliance with Local Government Finance Legislation	constantly engage with the Accounting Standard Board and National Treasury regarding suggested changes to the accounting standards, as well as directives issued.
		allocated adequate training and bursary budget resources for staff to be trained and to attend relevant subject workshops for skills enrichment in this area.

5.2.5 GOVERNANCE STRUCTURES AND ASSURANCE PROVIDERS

5.2.5.1 Audit Committee

In terms of providing technical capacity, it is a legislative requirement that an audit committee be established which considers the Auditor General's report and its implications for internal risk management.

The Audit Committee comprises of four independent, outside members and meets at least six times per annum as per its approved terms of reference, although additional special meetings may be called as the need arises.

The Audit committee reviews activities of the municipality to ensure that it has effective internal control system in place. Its effectiveness is evident in the municipality achieving an unqualified audit seven (7) consecutive years.

An internal audit plan is approved by the Audit Committee annually. The plan is prioritised in accordance with the issues raised by the Auditor General during the annual audit. This approach assists the municipality in avoiding recurring issues.

5.2.5.2 Internal Audit

The Sarah Baartman District Municipality's internal audit services have been outsourced to an auditing enterprise.

5.2.5.3 Anti-Corruption & Fraud Prevention and Risk Management

The municipality is accountable for risk management within the municipality, it therefore regularly verifies that the municipality has appropriate processes that identify, manage, monitor and report potential and relevant risks. The council formulates monitors and reviews the risk policy and regularly identifies key risk areas based on both financial and non-financial objectives of the municipality.

The Anti-Corruption and Fraud and Risk Management committee is responsible for the quality, integrity and reliability of the municipality's risk management. It is vital to the long term survival and success of a municipality that it must understand and manage the risks that face it. No enterprise can be without risk but it is possible in most cases to manage risk in such a way that the business can survive a series of disasters without collapsing.

5.2.5.4 Municipal Public Accounts Committee (MPAC)

The SBDM has established a Municipal Public Accounts Committee (MPAC) on municipal accounts.

The MPAC must report directly to council through the Speaker: Any other form of reporting line will compromise its independence, authority and integrity.

5.2.6 INFORMATION TECHNOLOGY GOVERNANCE

Strategic IT Alignment

Strategic IT alignment ensures that IT services and investments meet business objectives that are outcomes of strategic planning. Information technology is “aligned” when IT management allocates resources and undertakes projects in coordination with the municipality’s strategic plans and business objectives and the municipality’s strategic vision. Strategic IT alignment is only possible when municipality has strategic plans and specific business objectives in place.

5.2.7 GOVERNING STAKEHOLDER RELATIONSHIPS

The municipality has prioritized communication as a strategic function and developed a Communication Plan which informs how stakeholder relationships are managed.

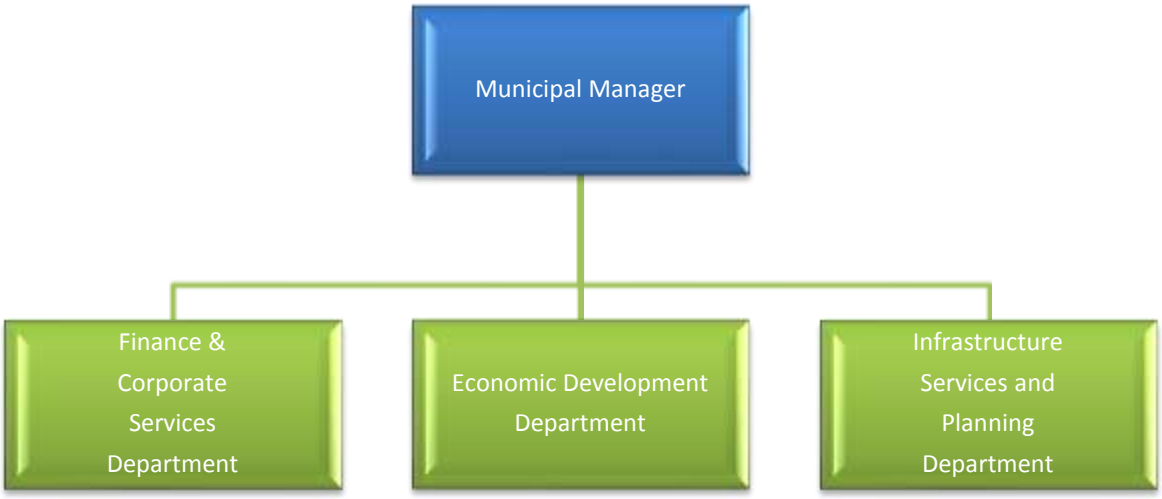
5.2.8 INTEGRATED REPORTING AND DISCLOSURE;

A municipality must have an effective system of internal control to ensure that all financial reporting is accurate and reliable. The council must have a rigorous process to ensure the quality and integrity of all in year financial reports, (monthly, quarterly, annual, etc.) including relevance, reliability, comparability, accuracy and timeless. Annual reports of a municipality must, in addition to all information required by law, include sufficient meaningful financial and non-financial information, to enable the municipality and other stakeholders to be able to assess the performance on a municipality entity and to take appropriate action where necessary.

5.2.9 ORGANISATIONAL STRUCTURE

The total number of approved posts of the Sarah Baartman District Municipality is 100. Eleven of these are intern posts. The number of appointed staff is 91 including interns. The total number of vacant posts is 9.
All four performance agreements and employment contracts (Municipal Manager and three section 57 managers) were submitted to the Department of Local Government and Traditional Affairs within the prescribed time.

ADMINISTRATIVE STRUCTURE



5.2.12 STRATEGIC HUMAN RESOURCES MANAGEMENT PLAN (SHRMP)

An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements. The SBDM's most valuable asset, when optimally utilised, motivated and developed, is its staff. The SBDM's human resource management plan is aimed at delivering the right people with the right skills at the right place and the right time. It ensures that staff is correctly aligned with business needs and this, in turn, improves service delivery within budget parameters.

The main aim of the strategy is to achieve an improvement in the staff loyalty index as measured every 24 months through the culture/climate survey; and an improvement in staff productivity as measured by a range of productivity measures - including the percentage loss of skills and staff availability (absenteeism).

i) **Human Capital Management System**

The municipality uses the human capital management systems and processes to enhance staff alignment to business needs and improve staff morale and performance. These projects are guided by the current Human Resources Strategy for the district.

The Human Capital Management Programme delivers competency frameworks across all job families and personal development plans (PDPs) for all employees through a skills audit. The Competency Frameworks and the PDPs provide line managers with invaluable tools to manage their human resources. The frameworks contain the actual description of the job requirements while the PDPs identify the gap between the individual employee and the job requirements, as well as a plan to close the gap.

ii) Human Resources Budget and Staff Numbers

Annually, the SBDM will consider whether to re-prioritise a percentage of the staffing budget to fund growth services, and shrink others. This must, however, be based on proper benchmarking of each department, input on IDP priorities, and departmental attrition. Directorates will base their proposals on their individual staffing strategies.

NO	NO OF APPROVED AND BUDGETED POSTS	NO OF FILLED POSTS	NUMBER OF VACANT POSTS
1	102	90	12

Employees from time to time are offered better opportunities by rival institutions where SBDM experiences resignations. There are twelve [12] vacancies in the entire Council's organograms structure. Some are as a result of the above processes whilst some are either frozen or no intention to fill has been communicated.

Other vacant positions are currently being dealt with to fill them in replacing those employees who left the Council. The process will be finalised before the end of the current financial year.

iii) Employment Equity Plan

The Council has a five year approved Employment Equity Plan to comply with the Employment Equity Plan Act. On an annual basis this plan is reviewed in order to ensure if the milestones have been achieved. In making sure that the plan is supported and its implementation is monitored, Human Resources policies dealing with diversity, barriers to implement are developed to guide the processes.

iv) Skills Development Plan

Skills Development Plan is developed annually by the Skills Development Facilitator. This is a product of numerous processes that ranged from identifying the employee current skills, gaps or shortages, overall Council and department objectives to develop training intervention. The Work Place Skills Plan is approved by Council with a specific budget and implementation report is submitted to the SETA to recover a portion of monies spend on implementing the plan.

v) Recruitment, Training Retention Strategies

Council has a policy on Selection and Recruitment which emphasises the appointment of historically disadvantaged persons and those with disability challenges. The policy further takes cognisance of knowledge and skills required to provide efficiency in the work.

Training for all employees is regulated by a Training policy which is backed up by an annually approved budget. Training takes place in the form of academic and graduate studies leading towards a formal qualification, skills and knowledge development, which is identified through a Workplace Skills Development Plan [WSP], designed for individuals or group of employees in similar positions and finally in the employee participation on developmental programme initiated by employer bodies or academic institutions.

The WSP emphasised a competency based training that is backed by registered or approved unit standards. Therefore, every training undertaken or conducted or one is exposed to must lead towards credits towards a certificate or qualification which is recognised by the South African Qualification Authority [SAQA].

vi) **Succession Plan**

Council has a policy on Succession Planning. However, due to the flat structure of the Council organogram and very few employees leaving the Council employment, challenges in implementing the policy are experienced.

5.2.13 **COMMUNICATION**

Interacting with the district is an important issue for residents and local municipalities. Community newspapers were highlighted as means to effectively communicate with residents. The SBDM has developed communication as a strategic function and has established effective communication systems and structures.

i) **Communication as a strategic function**

A publication entitled "Communication for development and better service delivery in the age of hope", produced by the Department of Local Government and Traditional Affairs (DLGTA), the South African Local Government Association (SALGA) and Government Communication and Information Systems (GCIS) as well as the "Guidelines for Municipal Communications", Published by SALGA, sets out in detail how to successfully establish communication structures and functions in a municipality.

It should be acknowledged that the municipality needs to implement SALGA guidelines in respect of the communication function. Among the most important facts obtained from the guidelines are:

ii) **General**

Communication services at municipalities need to operate within a policy framework, which is developed within the prevailing local government legislation, but considering precedents set by prevailing norms and standards, guiding the system of government communication generally.

Political leadership and oversight of the communication function locally is a critical success factor. Institutional arrangements and intergovernmental systems also need to be in place to ensure co-ordination and an integrated system of government communication.

Municipalities must have a dedicated communication capacity, which puts in place an intentional and planned communication programme.

iii) **Communication Structure**

According to the guidelines, the communication unit must be located in the Office of the Mayor, while the unit will be administratively accountable to the Municipal Manager. The communication unit should ideally be comprised of officials to handle the following functions:

- Internal communication;
- External communication (including Public Participation Programmes);

- Media and stakeholder liaison;
- Media production; and
- Marketing and branding.

It is also recommended that frequent communication strategy meetings are held, chaired by the Speaker / Mayor, to provide communication guidance.

5.2.14 Sarah Baartman District Municipality Audit Action Plan

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
ANNUAL FINANCIAL STATEMENT REVIEW												
COAF 2:	Procurement: Non submission of declaration of local production and content Inspected the tender documents and confirmed that the service providers did not submit the declaration on local production and content and service were providers were not disqualified as they did not meet the requirements of the tender.	Internal Control Deficiency	Finance	Other important matters	This will result in incurring of irregular expenditure by the municipality as this was in contravention of the PPR.	Yes	SCM Accountant	Management should ensure that all service providers that are designated for local production and content submits the declaration on local production and content with the tender documents otherwise if not submitted the declaration should be disqualified for further evaluation.	30-Jun-16	Develop a declaration of local content that needs to be incorporated into tender documents.	The internal controls has been effected whereby all purchases above R10 000 will require a MBD form on Local Production to be completed for all procurement that is affected.	FINALIZED
COAF 5:	Procurement: Insufficient reasons for deviations	Internal Control Deficiency	Finance	Other important matters	No proper documentation of the reasons that result resulted in deviations being incurred This will result in contravention of SCM regualtions and irregular expenditure of R262 148.63	Yes	SCM Accountant	Management should ensure that the sufficient and relevant reasons are documented on the deviations. Furthermore the deviations should only be made for exceptional cases only: emergency, sole provider, special works and impossible to follow the official procurement	30-Jun-16	Reasons on deviations should be reviewed rigorously against compliance criteria.	The Accounting Officer scrutinises deviations to ensure that it meets the criteria of a deviation and ensures that sufficient evidence is attached to the deviation.	FINALIZED

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
COAF 2:	The minimum threshold for local production and content which is not less than the threshold prescribed in the relevant NT Instruction Notes was not stated in the bid specifications and on request for quotes advert.	Internal Control Deficiency	Finance	Other important matters	This will result in incurring of irregular expenditure of R183 655.90 by the municipality as this was in contravention of the PPR.	Yes	SCM Accountant	Management should ensure that tenders fall within the provision made by Department of Trade and Industry to designate local production and content, must be advertised with a specific bidding/quoting condition that only goods or services which comply with the prescribed minimum threshold for local production and content will be considered.	30-Jun-16	Develop a declaration of local content that needs to be incorporated into tender documents.	The internal controls has been effected whereby all purchases above R10 000 will require a MBD form on Local Production to be completed for all procurement that is affected.	FINALIZED
Predetermined objectives												
COAF 4:	SDBIP not submitted to the National Treasury within 10 days. On inspection of an email sent to National Treasury submitting the SDBIP it has been noted that it was submitted on the 23 July 2014 while the SDBIP was approved by the Mayor ong 26 June 2014. i.e. 21 days after approval. Accordingly the SDBIP was not submitted within 10 days after approval by the mayor.	Internal Control Deficiency	Finance	Other important matters	This results in non compliance with Municipal Budget and reporting regulations	Yes	Accountant budget	Management should implement controls to ensure that all reporting requirements are adhered to.	30-Jun-16	Creating a check list of dates to be complied with when preparing an SDBIP.	This finding arose from miscommunication between the Accountant: Budget and Reporting and the Performance Manager. The submission will be made in future by the Accountant: Budget and Reporting. This is now clarified.	FINALIZED
Irregular expenditure												

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
COAF 9:	Irregular expenditure: Amount certified per AFS differs to amount certified per Council resolutions. There was irregular expenditure written off as irrecoverable during the current year under audit however there was a difference between the amount per the council minutes and the amount per the AFS. The difference amounted to R 28 341 which is an understatement of the amount that should have been writen off as irrecoverable.	Internal Control Deficiency	Finance	Other important matters	Irregular expenditure was incorrectly captured ,this resulted in an understatement in the amount to be written off as irrecoverable and certified by Council in the current year by an amount of R 28431.	Yes	Senior Accountant: Income and Expenditure	Management must ensure that data is captured correctly form the source documents to ensure accounting records are accurate.	30-Jun-16	Develop assessments reports for the AFS that should be reviewed by the Finance management Department	This was corrected as part of the final AFS submitted to AG.	FINALIZED
Operating expenditure												
COAF 1	Operating Expenses: Misclassification During the audit of operating expenses it was discovered that an amount of R782 229 was presented in the face of the statement of financial performance as fines and penalties but also included in the general expenses amount as disclosed in note 47 - General expenses. Furthermore the amount is presented on the Statement of Cash flow as Finance cost which is not consistent with the disclosure on the Statement of Financial Performance.	Internal Control Deficiency	Finance	Other important matters	This is due to manual capturing of the General Expenditure note which resulted in error in capturing of amounts disclosed. Expenditure is not correctly classified in terms of GRAP; the expenditure in the Statement of Financial Performance is overstated by an amount of R782 229. This was not reported in the prior year.	Yes	Finance manager	Management should ensure that the Information presented on Financial Statements is correctly classified in terms of the requirements of GRAP and that it is free from material error and can be depended upon.	30-Jun-16	Prepare a GRAP compliant checklist for the Finanacial Statements	This was corrected as part of the final AFS submitted to AG.	FINALIZED
Revenue												

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
COAF 10:	Other Income : VAT incorrectly accounted for.	Internal Control Deficiency	Finance	Other important matters	This results to overstatement of other income R876 637 and understatement of revenue from Grant funding R876 637	Yes	Finance manager	Management should ensure that amounts in the Annual Financial Statements are correctly populated from mapping in case-ware	30-Jun-16	Develop assessments reports for the AFS that should be reviewed by the Finance management Department	This was corrected as part of the final AFS submitted to AG.	FINALIZED
ADMINISTRATION MATTERS												
COAF 4	Inconsistency between IDP and SDBIP On comparison done between IDP and SDBIP it has been noted that one of the objective appearing in the SDBIP is not reflected in the IDP as follows:- Objective as per SDBIP 1. Infrastructure Investment 2. Capacity Building and Support to LMs - Not reflected on IDP 3. Economic Development Economic 4. Community and Social Services	Internal Control Deficiency	Performance management	Other important matters	Non-adherence to applicable laws and regulations.	Yes	Performance manager	Management should ensure that the development objectives, indicators and targets in the IDP are consistent with those reflected in the SDBIP.	30-Jun-16	Develop assessments reports for the SDBIP that should be reviewed by the Planning Department	This will be considered when developing the new IDP.	Okay - manageable issues
COAF 4:	Inconsistency between Inception Plan and SDBIP/APR An inconsistency in number of years between the SBIP/APR and in Inception Plan /Appointment letter (of the service provider) has been noted for the following project:- Project Years per SDBIPand APR: Five year Infrastructure District Wide Infrastructure Years per Inception Plan / Appointment letter: The project entails the compilation of a 10 year District Wide Infrastructure Plan for the SBDM	Internal Control Deficiency	Infrastructure	Other important matters	Reported information may not be accurate and reliable	Yes	Water Services Manager Infrastructure and Planning	Management should ensure that the development objectives, indicators and targets in the SDBIP and APR are consistent with the information as per source documents.	30-Jun-16	Develop assessments reports for the SDBIP that should be reviewed by the Planning Department	Management will review the APR before submission to AG. This was corrected before submitting the final APR to the AG.	FINALIZED

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
COAF 4:	Targets that should be reported as lagging Based on the status of the projects, it has been established that some projects should be reported as lagging.	Internal Control Deficiency	LED	Other important matters	Inadequate review and verification of the actual reported performance against supporting documentation. Inaccurate information reported may mislead the users of the annual performance report.	Yes	Director Economic Development	Performance assessments reports should be reviewed by the Performance Management Department before presented in annual performance report	30-Jun-16	Develop assessments reports for the SBDIP that should be reviewed by the Performance Management Department	The reporting is improving to ensure that the correct statuses are provided with realted evidence.	Okay - manageable issues
COAF 4:	MFMA Section misquoted While the audit of annual performance report, it has been noted that the incorrect MFMA section has been quoted on actual status of the following project:- Section 32 of MFMA from Provincial Department of KZN. Section 32 of MFA deals with (Unauthorized, irregular or fruitless and wasteful expenditure). This should be Municipal Supply Chain Management Regulation32 (Procurement of goods and services under contract secured by other)	Internal Control Deficiency	Infrastructure	Other important matters	Inaccurate information reported may mislead the users of the annual performance report	Yes	Acting Director Infrastructure and Planning	Management should correct the section misquoted on the performance information report	30-Jun-16	Correct the section misquoted on the performance information report	Management will review the APR before submission to AG. This was corrected before submitting the final APR to the AG.	FINALIZED
COAF 6:	Targets not specific During the audit of pre-determined objectives, it was noted that the targets listed below as per SDBIP are not specific.	Internal Control Deficiency	Infrastructure	Other important matters	Performance information is not appropriately reported in SDBIP and the Annual performance report. Performance information reported would not be understandable by all the users.	Yes	Directors Infrastructure and Planning and Economic Development	Accounting officer should ensure that targets are specific for easy reference to the user.	30-Jun-16	Make targets specific	The performance targets will be designed in accordance with the SMART principles for all future SDBIP KPIs.	Okay - manageable issues

Control no.	Finding	Classification	Area	Impact/ Rating	Type of impact on AR	Item cleared by 30 June 2016	Responsible ED	Audit Recommendation	Estimated date of completion /correction	Key tasks that need to be performed	Comments	Status
COAF 6:	SDBIP with no prior year comparisons While auditing annual performance report, it has been noted that the annual performance report does not contain a comparison of the performances of the service providers with performances in the previous financial year.	Internal Control Deficiency	Performance management	Other important matters	Non-adherence to applicable laws and regulations.	Yes	Performance manager	Management should implement controls to ensure that all reporting requirements are adhered to.	30-Jun-16	Develop assessments reports for the SDBIP that should be reviewed by the Performance Management Department.	Management will review the APR before submission to AG. This was corrected before submitting the final APR to the AG.	FINALIZED

5.2.15 RISK REGISTER

The identification and evaluation of risks is vital for an effective internal audit plan. The municipality on an annual basis identifies and evaluates risks and updates the risk register. Appropriate mitigation strategies are developed by management.

Sarah Baartman District Municipality Draft Risk Register

Priority number	Link to Development Priority	Risk name	Root causes to the risk	Risk Category	Consequences of the risk	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner
1	Community Services	**Inadequate Fire-fighting services**	1.1 Lack of clear definition of roles and responsibilities between district municipalities and local municipalities 1.2 Lack of adequate funding	Disaster Recovery	Loss of life, property Damage to infrastructure and assets No confidence in ability of SBDM to assist throughout the district Litigation and claims Inadequate / inappropriate spending of funds intended for fire fighting services by LMs	High	1. Budgets for Fire by SBDM 2. Training interventions 3&4. Service Level Agreements with LMs (with all 9 LMs) 5. Project to standardise fire hydrants throughout the District has been completed. 6. Standard fire equipment and trucks have been provided to LMs	Good	..1 Lobby for change in legislation 1.1.2 Implementing recommendations from the fire symposium 1.1.3 Review SLA to ensure the roles and responsibilities are clearly defined 1.2.1 Lobbying funds for fire fighting 1.2.2 Finalise the funding model 1.2.3 Allocate funds according to the funding model.	**1.1.1 28 February 2016** **1.1.2, 1.1.3, 1.2.2, 1.2.3 31 January 2016** **1.2.1 On-going**	Director : Infrastructure and Head of Disaster Management
2	Institutional development	**Lack of ICT integration**	2.1 Lack of ICT Governance	Business Continuity	Inaccurate financial data Insecure IT Environment	High	None	Unsatisfactory	2.1 Review and adopt ICT strategy and related policies. 2.2 Establish governance structures	**31 January 2016**	Director: Finance & Corporate Services

Priority number	Link to Development Priority	Risk name	Root causes to the risk	Risk Category	Consequences of the risk	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner
3	Institutional development	**Inability to retain skilled staff**	3.1 Contract employment 3.2 Absence of retention strategy 3.3 Grading of the municipality 3.4 Relocation	Human Resources	Loss of skills & institutional memory High cost of recruitment	High	None	Unsatisfactory	3.1 Immediate development of a plan to convert contract workers to permanent staff in line with the legislation. 3.2 Review the current draft retention strategy. 3.3 Lobbying to ensure grading of municipality is in line with the highest graded local municipality 3.4 Develop and approve relocation policy	**5.1 31 December 2015** **5.2 - 5.4 31 March 2016**	Director: Finance & Corporate Services
4	Capacity Building and support to LMs	**Ineffective integrated approach to support LMs**	4.1 No integrated approach to support LMs by the different spheres of government. 4.2 Organisational structures not aligned to support LMs	Capacity Building & Support	Reputational damage Deterioration of state of local municipalities	High	None	Unsatisfactory	4.1 Developing coherent plan to support LMs. 4.2.1 Adoption of strategic plan 4.2.2 Review of organisational structure	**4.1 28 February 2016** **4.2.1 31 January 2016** **4.2.2 30 June 2016**	MM & Directors
5	Institutional development	**Inability to implement SCOA within the stipulated time frame**	5.1 No dedicated team for implementation of SCOA	Business Continuity	Unable to provide services to public Reputational damage Performance targets not achieved	High	None	Unsatisfactory	5.1.1 Establish a SCOA steering committee 5.1.2 Establish a SCOA implementation committee 5.1.3 Development of a risk register for SCOA 5.1.4 Development of a SCOA Implementation plan	**31 December 2015**	Director: Finance & Corporate Services

Priority number	Link to Development Priority	Risk name	Root causes to the risk	Risk Category	Consequences of the risk	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner
6	Institutional development	**Non performance by CDA**	6.1 Ineffective oversight monitoring controls over CDA deliverables	Financial	Reputational damageAdverse audit opinionsFruitless and wasteful expenditure	High	The utilisation of SBDM's Finance manager as part of the CDA structure	Satisfactory	6.1 Develop a comprehensive SLA to ensure that performance objectives are SMART. 6.2 Regular meetings to be held between CDA board and Mayoral committee. 6.3 Recomend on the appoint ment of staff	**31 December 2015**	Municipal Manager
7	Institutional development	**Lack of succession planning**	7.1 Expiry of senior management contracts.	Business Continuity	Gap period during appointments which creates institutional vulnerability	Moderate	None	Unsatisfactory	7.1 Consider/lobby for appointment of Directors on a permanent basis. 7.2 Commencement of recruitment process at least 6 months in advance.	**31 March 2016**	Municipal Manager
8	Capacity Building and support to LMs	**Inadequate Disaster Management**	8.1 Lack of funding for efficient Disaster Management service (DM &LM) 8.2 Lack of clear definition of roles and responsibilities between district municipalities and local municipalities 8.3 Disaster management risk assessments not performed regularly 8.4 Disaster management policy and plan not approved by Council	Disaster Recovery	Loss of life, property Damage to infrastructure and assets Litigation and claims Reputational damage	Moderate	Trained volunteers Satellite officers placed at LMs Training interventions for community members Disaster Management Plan for District	Weak	8.1 Lobbying of funding to be obtained for disaster management service. 8.2.1 Municipality will provide input to the disaster management bill. 8.2.2 Workshops and training of local municipalities 8.2.3 Develop SLA's between LMs and DM 8.3. A disaster risk assessment will be performed. 8.4. Review and approval of DM policy	**8.1 On-going** **8.2 28 February 2016** **8.2.2 Qaurterly - Dissater management forum** **8.2.3 31 March 2016** **8.3 30 June 2016** **8.4 31 March 2016**	Director : Infrastructure and Head of Disaster Management (M Nohashe)

Priority number	Link to Development Priority	Risk name	Root causes to the risk	Risk Category	Consequences of the risk	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner
9	Capacity Building and support to LMs / Institutional Development / Infrastructure Development / Economical Developmet / Community serices	**Performance targets not fully achieved**	9.1 Unrealistic targets set due to lack of proper planning 9.2 Lack of high performance culture	Compliance / Regulatory	Poor service delivery Under spending Dishonesty through over scoring on performance Slow implementation of Council resolutions	Moderate	S71 reports submitted Procurement planning, multi year planning, SDBIP Quarterly SDBIP reports to Audit Committee, MPAC, MAYCO Implemented Performance Management System (PMS)	Weak	9.1.1 Develop business case for each project. 9.1.2 Monitoring of procurement plan 9.2 Continuous monitoring evaluations of the SDBIP	**9.1.1 31 January 2015** **9.1.2 Monthly** **9.2 31 January 2016**	MM & Directors
10	Institutional development	**Inadequate implementation of the SLAs between DM and LMs (with regard to outsourced district functions and projects)**	10.1 Ineffective oversight monitoring controls over implementation of SLAs.	Third Party Performance	Unable to provide effective services to the public	Moderate	SLA's entered into Resources allocated to perform services	Weak	10.1. Periodic reporting on performance as per the SLA (LMs to DM). Independent verification and oversight	**Quarterly**	All Directors

Impact	Likelihood	Control Effectiveness
NA	NA	NA
Catastrophic	Almost Certain	Very Good
Critical	Likely	Good
Serious	Possible	Satisfactory
Significant	Unlikely	Weak
Minor	Rare	Unsatisfactory

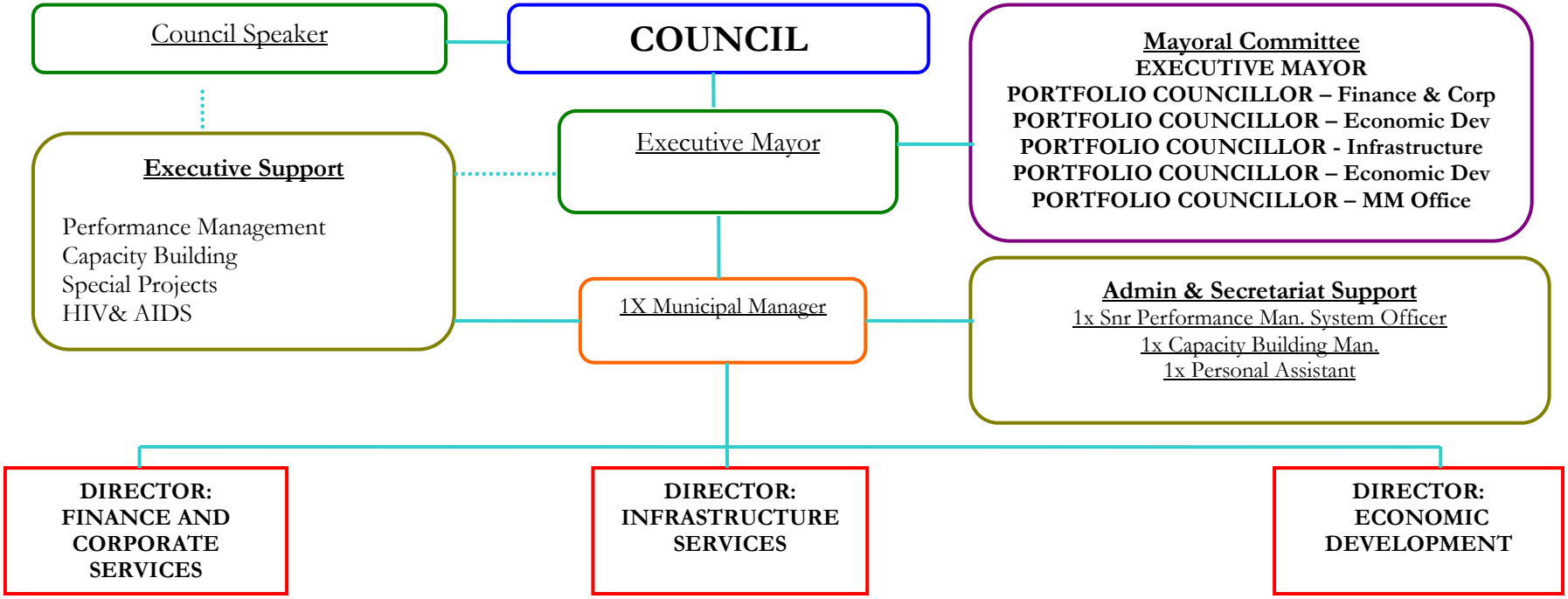
5.2.15 ORGANOGRAM

The Council adopted its revised organogram on 20 August 2008, resolution number 8.3.2.2. Thereafter the organogram is updated as the need arise. This is due to ongoing internal and legislation changes that affect the movement of personnel or creation of new posts.

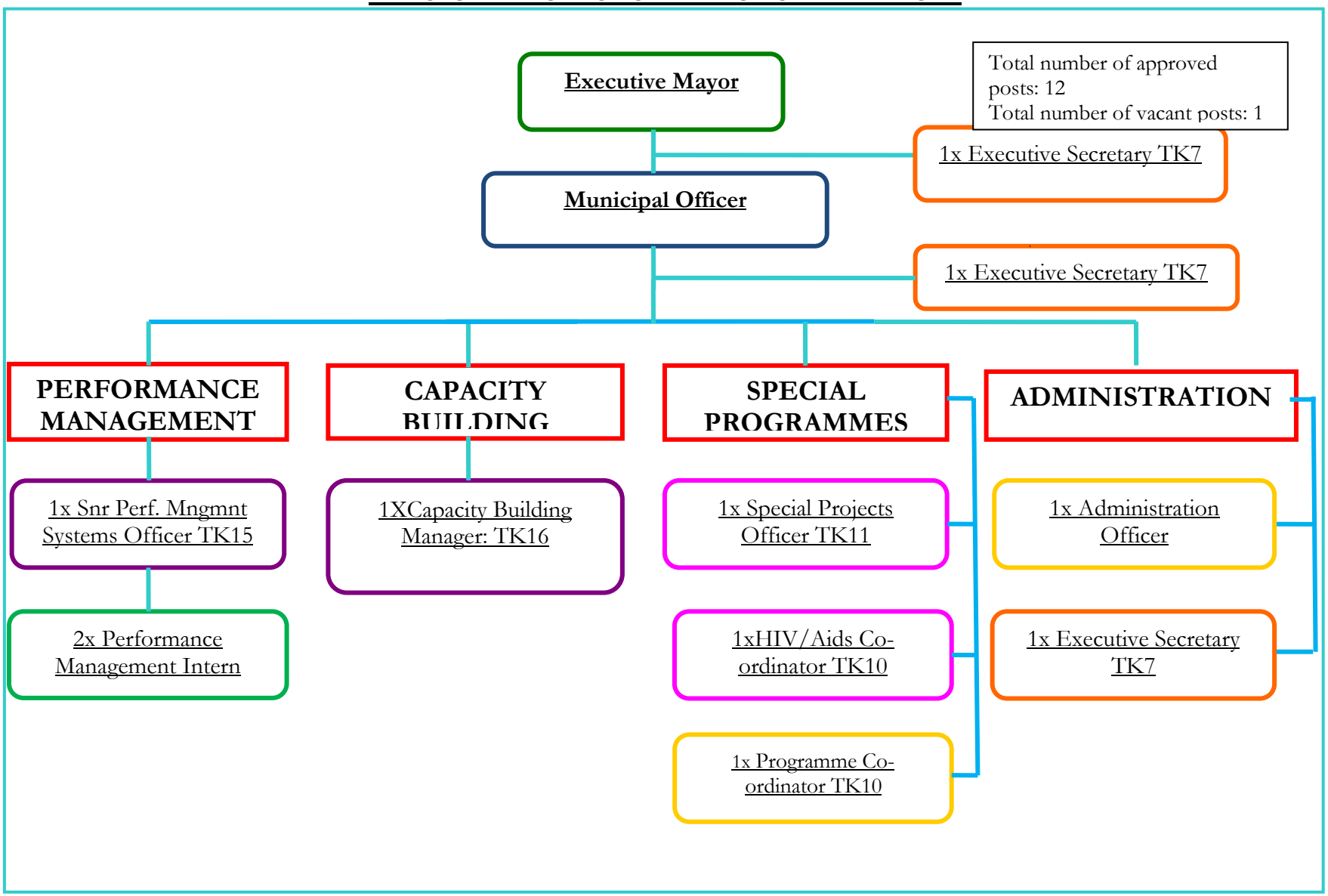
Keys factors to note in the organogram below:

- All S57 Positions are filled as contained in our Council Organogram. The three Director positions and the Municipal Manager position are contractually filled on 5 year renewable contracts basis. These positions will be expiring from September to December 2016 respectively.
- All level 14 -17 positions are deemed contractual within this Municipality and are spread across the various departments.
-

MACRO ORGANISATION DESIGN

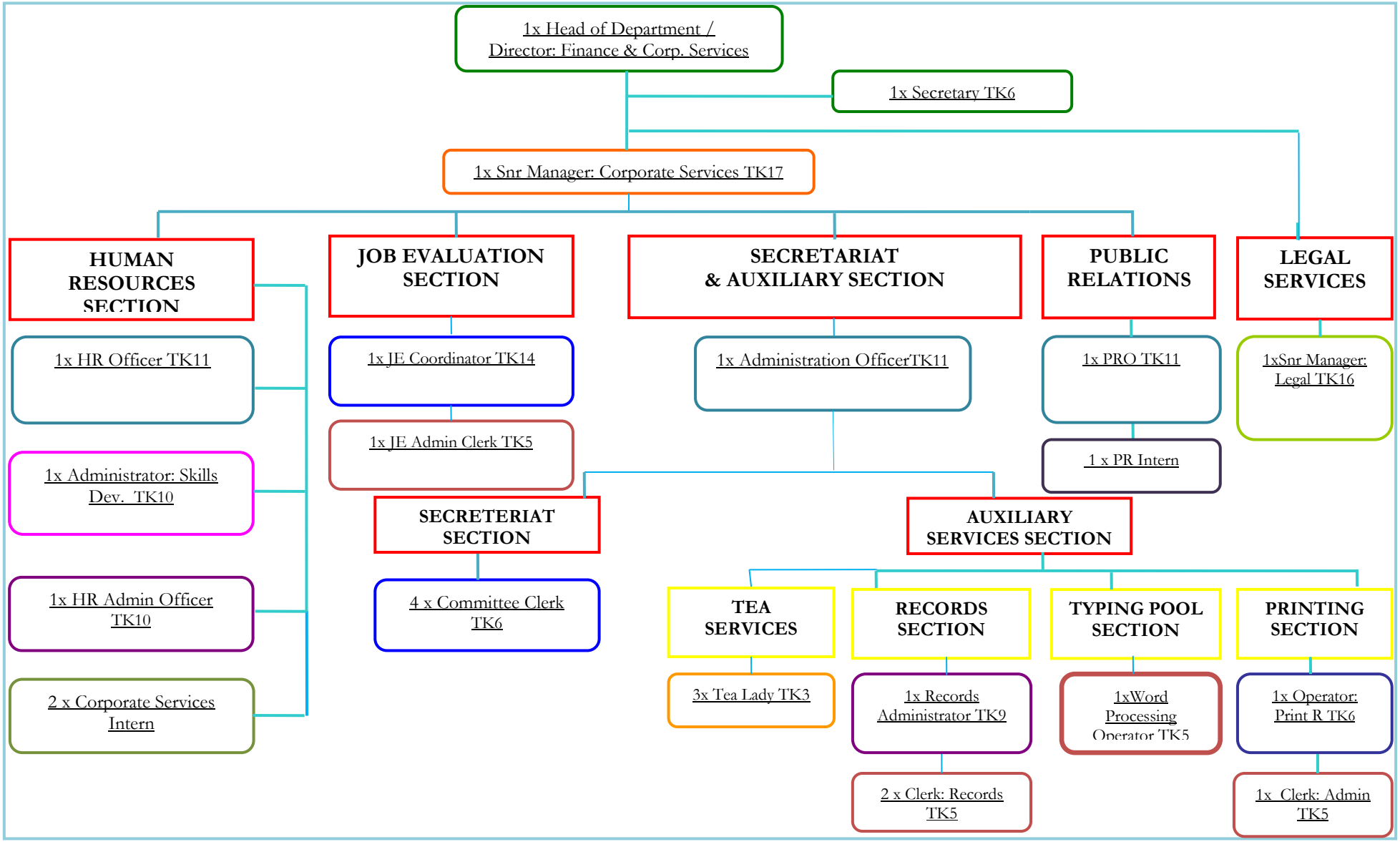


DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER

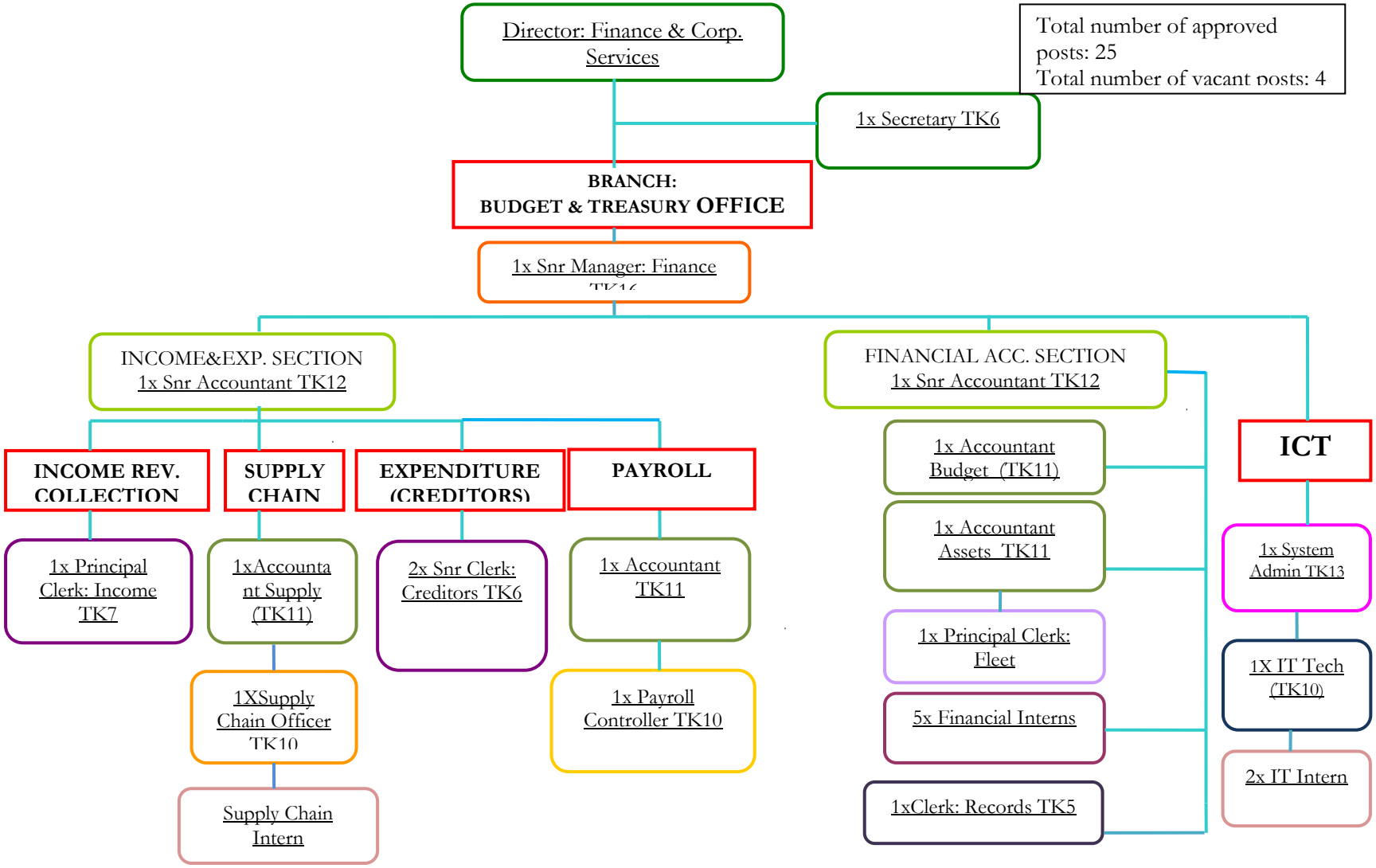


DIRECTORATE: FINANCE & CORPORATE SERVICES

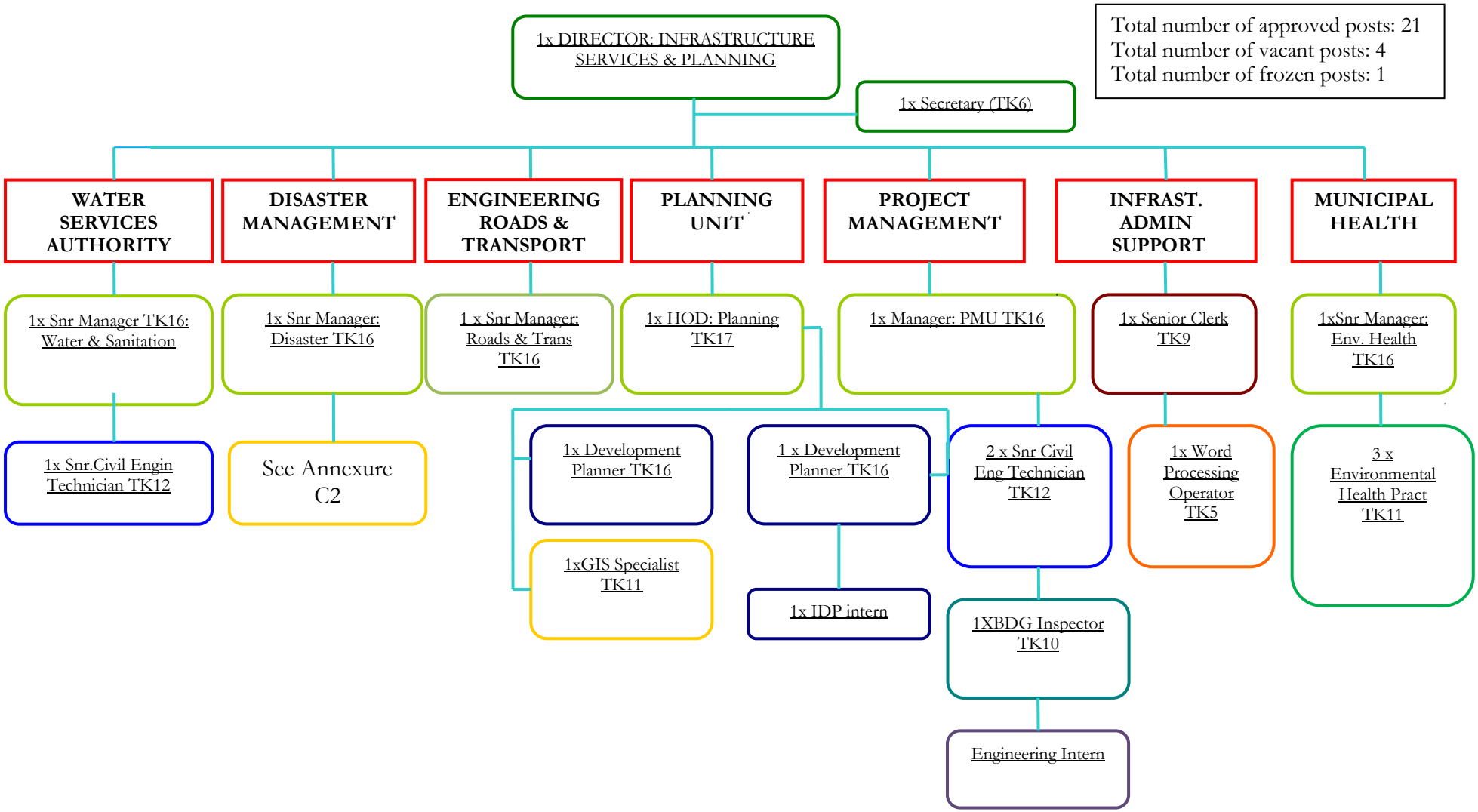
CORPORATE SERVICES DIVISION



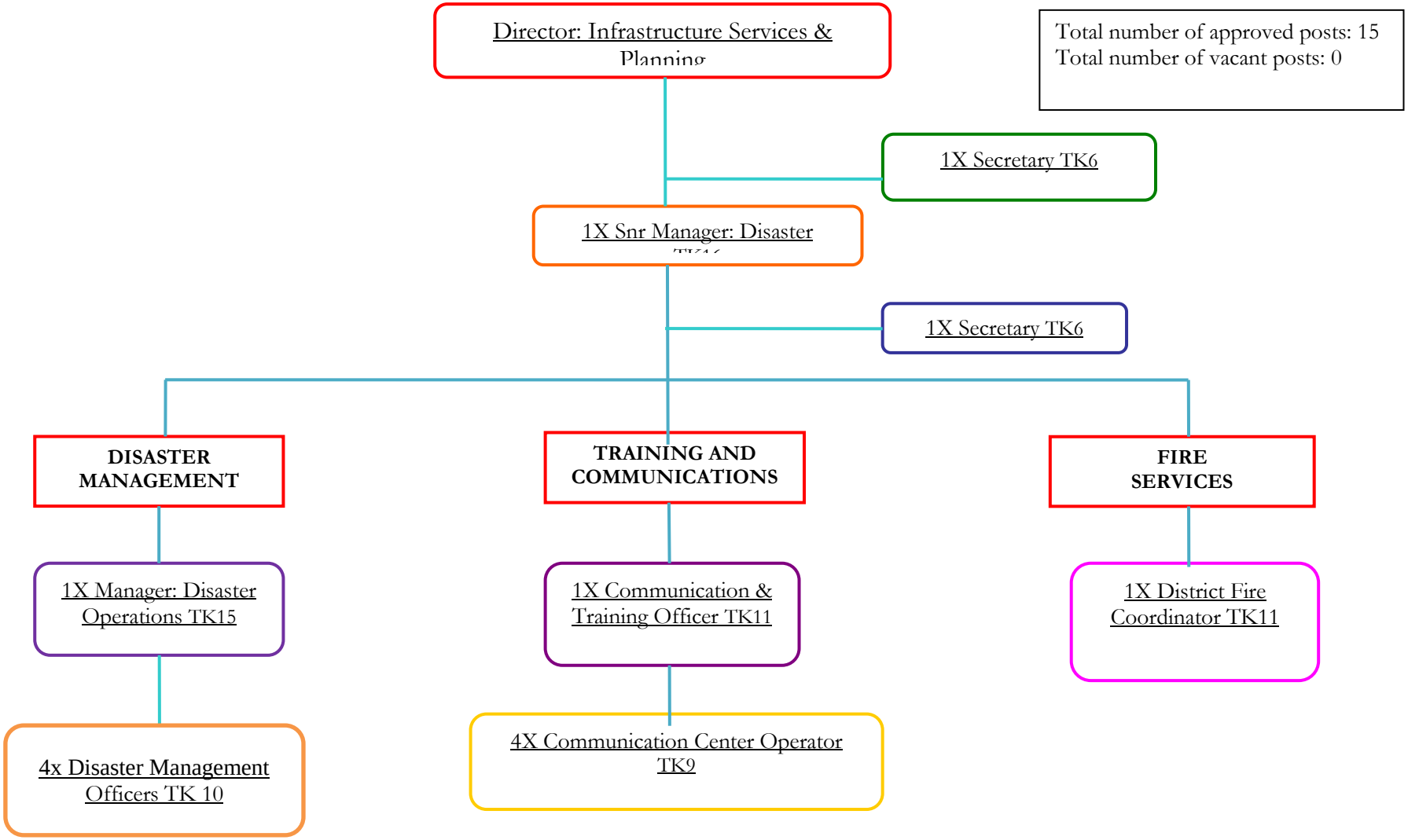
DIRECTORATE: FINANCE & CORPORATE SERVICES
FINANCE DIVISION



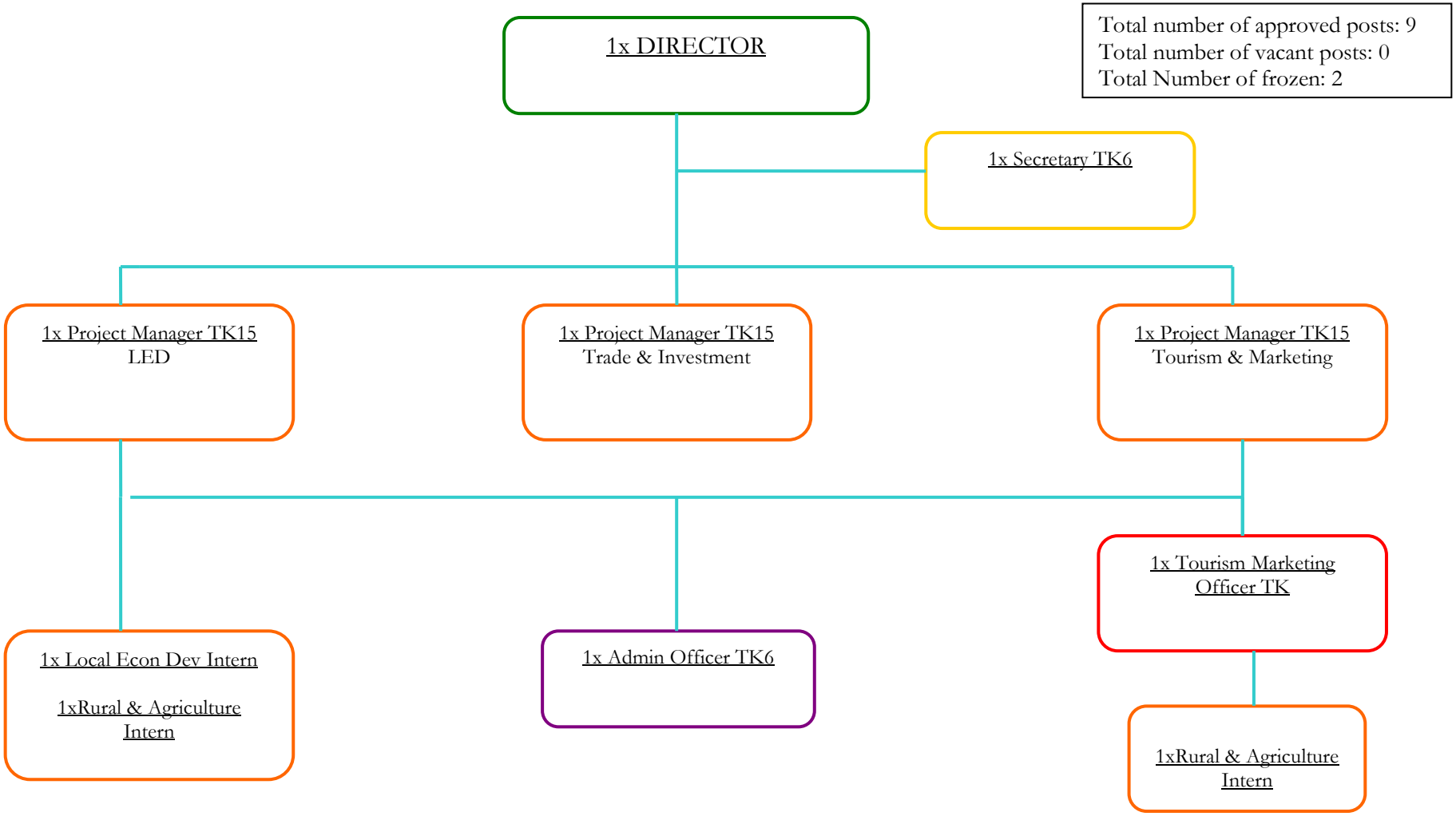
DIRECTORATE – PLANNING AND INFRASTRUCTURE SERVICES



DISASTER MANAGEMENT BRANCH



DIRECTORATE: ECONOMIC DEVELOPMENT



5.3 THE FINANCIAL PLAN

5.3.1 BUSINESS PLANNING AND FINANCIAL STRATEGY

LONG-TERM FINANCIAL STRATEGY

The Long-term Financial Model (LTFS) (Sustainability Assessment Model-SAM) has essentially informed the compilation of the 2016/17 MTREF relating directly to affordability and sustainability. One of the salient features of the LTFS is the attentiveness to ultimate sustainability, not only from a municipal finance perspective, but also relating to service delivery in line with the IDP. Emphasis has also been placed on the dependence of the SBDM on Grant Funding and interest earnings to finance its operating expenditure and projects.

FINANCIAL SUSTAINABILITY ASSESSMENT – IMPACT ON ACCUMMULATED SURPLUS ACCOUNT AND INTEREST EARNINGS

The Financial Sustainability Report tabled in Council in 2009 highlighted the risks of utilizing the accumulated surplus to finance infrastructure projects in the District. It was evident that the SBDM had adopted a pragmatic approach and that it was using the interest earned on the accumulated surplus and investments in respect of provisions and grant funding to finance its operations.

Based on the spending patterns which included financing of infrastructure projects from the accumulated surplus, it was estimated that the Municipality would experience a cash crisis in the medium term unless it drastically reduces its project expenditure.
The utilization of accumulated surplus has increased drastically since the 2009/2010 financial year due to the following:

- The discretionary revenue is no longer sufficient to sustain the operating budget as the increase in operating expenditure exceeds the increase in discretionary revenue.
- The Unspent Conditional Grants balance has reduced drastically over the years and therefore the Investment Income is diminishing.

To illustrate the above, a summary of the operating income and expenditure for the 2013/2014 financial year and the 2014/15 financial year is detailed below:

Statement of Financial Performance		
Figures in Rand	2015	2014
Revenue		
Rental income	1,208,685	1,051,242
	1,208,685	1,051,242
Other income		
Investment interest	17,489,801	14,937,060
Income from agency services	41,669	40,217
Government grants & subsidies	13,923,919	22,299,134
Equitable Share Plus Levy Replacement Grant	80,008,000	75,091,000
Reduction in provision for debt impairment	806,679	21,937,154
Other revenue	586,729	6,145,054
Impairment reversal	60,822	99,808
	114,126,304	**141,600,669**

Statement of Financial Performance		
Figures in Rand	2015	2014
Operating expenses		
Employee costs	47,567,936	45,528,376
Increase in debt impairment	-	-
Bad debts written off	293,303	-
Depreciation	1,527,690	1,411,588
Repairs and maintenance	481,765	643,462
Contracted services	3,234,332	4,037,854
Conditional grant expenditure	7,173,355	14,573,522
Other grants and subsidies paid	9,189,525	7,915,974
General expenses – other	42,291,325	53,086,786
Discounting of post-employment medical benefit	5,590,491	4,754,022
Loss on disposal of assets	594,848	-
Actuarial loss on post-employment medical benefit	1,261,518	-
Fines and penalties	810,688	3616
	120,016,776	**131,955,200**
Finance costs		
Surplus/ (Deficit) for the year	**(5.890,472)**	**9,645,469**

The following is evident:

At the end of the 2014/2015 financial year the payroll costs were 39.6% of total expenditure. The total expenditure, excluding conditional grant funding expenditure, amounted to R113 million. This means that in order to balance the operating expenditure including projects funded from own resources, investment income amounting to R17.5 million had to be used to finance the operating account, which resulted in a deficit of R5.9 million.

It is therefore critical that the current practice of redistributing non sustainable discretionary resources to finance infrastructure projects be revisited.

A medium term financial model based on the 2015/2016 Operating Budget provided some insight on what will happen in the medium term should current expenditure trends continue.

Interest	2014/15	2015/16	2016/17	2017/18	2018/19
R million	17.3	15.7	14.0	11.0	7.6

The assumptions that were made are:

- that payroll cost will increase at 7% pa;
- that other operating expenditure will increase by 6% pa; and
- that the surplus will fund project expenditure for 2016/2017 at an amount of R24.3 million and remain constant at R25 million in the outer years.

FINANCIAL SUSTAINABILITY MODEL

Details	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Expenditure							
Payroll Costs	42 099 847	44 380 649	45 788 456	46 203 000	48 549 900	51 849 900	55 375 700
Post-Employment Medical Liability	-	-	-	6 900 000	6 000 000	6 000 000	6 000 000
Other Operating Expenditure Total	28 732 424	27 361 956	23 344 696	35 338 320	29 980 400	31 719 263	33 558 980
Sub total	**70 832 271**	**71 742 605**	**69 133 152**	**88 441 320**	**84 530 300**	**89 569 163**	**94 934 680**
Environmental Health	7 500 004	**7 699 381**	**9 020 003**	9 500 000	10 000 000	10 500 000	11 000 000
Fire	4 848 687	6 845 558	5 456 699	22 488 000	19 000 000	10 000 000	10 500 000
Cacadu Development Agency	**-**	**6 437 173**	**4 000 000**	1 000 000	4 500 000	4 750 000	5 000 000
Sub total - Operations	**83 180 962**	**92 724 717**	**87 609 854**	**121 429 320**	**118 030 300**	**114 819 163**	**121 434 680**
Own funded projects	23 153 097	31 367 306	17 627 259	**38 195 800**	**24 357 000**	**25 000 000**	**25 000 000**
Project Expenditure - Grants	11 385 952	12 929 782	16 539 250	12 923 000	3 261 000	3 261 000	3 261 000
	117 720 011	**137 021 805**	**121 776 363**	**172 548 120**	**145 648 300**	**143 080 163**	**149 695 680**
Income							
Sustainable Discretionery Income							
Levy Replacement Grant	54 207 000	55 833 000	57 507 000	58 932 000	60 594 000	62 184 000	64 080 000
Equitable Share	13 464 000	15 163 000	17 331 000	21 827 000	21 420 000	22 706 000	23 905 000
Councillor Allowances	3 654 000	4 095 000	5 170 000	-	-	-	-
Other	5 725 714	29 263 822	2 717 250	3 570 000	3 762 780	3 981 021	4 211 920
	77 050 714	**104 354 822**	**82 725 250**	**84 329 000**	**85 776 780**	**88 871 021**	**92 196 920**
Non Sustainable Discretionery Income							
Contribution Accumulated Surplus	**6 888 755**	**-4 399 518**	**7 865 516**	**55 896 100**	**42 610 520**	**39 948 142**	**46 637 760**
Interest	15 399 324	14 767 367	17 261 678	15 700 000	14 000 000	11 000 000	7 600 000
	22 288 079	**10 367 849**	**25 127 194**	**71 596 100**	**56 610 520**	**50 948 142**	**54 237 760**
Conditional Grants	18 381 218	22 299 134	13 923 919	16 623 020	3 261 000	3 261 000	3 261 000
	117 720 011	**137 021 805**	**121 776 363**	**172 548 120**	**145 648 300**	**143 080 163**	**149 695 680**
Projected Investment Portfolio							
Conditional Grants Balances	20 404 622	12 856 423	9 019 986	9 019 986	9 019 986	9 019 986	9 019 986
Other Provisions	67 376 794	65 758 891	68 627 460	68 627 460	68 627 460	68 627 460	68 627 460
Ring-fenced - Relocation	15 000 000	15 000 000	15 000 000	15 000 000	15 000 000	15 000 000	15 000 000
Accumulated Surplus Balance	151 068 950	160 818 356	163 655 652	107 759 552	65 149 032	25 200 890	-21 436 870
Cash reserves	**253 850 366**	**254 433 670**	**256 303 098**	**200 406 998**	**157 796 478**	**117 848 336**	**71 210 576**
Interest Calculation	**-**	**15 266 020**	**15 378 186**	**14 028 490**	**11 045 753**	**7 660 142**	**4 628 687**
Expected interest rate		**6.00%**	**6.00%**	**7.00%**	**7.00%**	**6.50%**	**6.50%**

Reconciliation of Accumulated Surplus	Balance	Cum Balance
Opening balance	170 734 563	
Less: contributions to balance budget		
2013-14	4 399 518	175 134 081
2014-15	-7 865 516	167 268 565
2015-16	-55 896 100	111 372 465
2016-17	-42 610 520	68 761 945
2017-18	-39 948 142	28 813 803
2018-19	-46 637 760	-17 823 957

It is evident based on the above assumptions and current expenditure trends that the use of the accumulated surplus to finance infrastructure projects will have the following impact:

- interest income will be drastically reduced in the medium term;
- the accumulated surplus will be depleted in the medium term; and
- by 2018/2019 financial year there will be inadequate revenue sources to balance the budget.

5.3.2 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

5.3.2.1 PRINCIPLES AND GUIDELINES

The following budget **principles** and **guidelines** have directly informed the compilation of the 2016/17 MTREF:

- Confirmation of the 2016/17 priorities and targets as well as the MTREF baseline allocations per main function;
- Confirmation of the use of service level standards subsequently informing the measurable objectives, targets and backlog eradication goals;
- Maintain best practice logics within the planning context always taking into consideration the funded budget constraint;
- An analysis of performance trends in terms of operational and capital budget components, with specific attention being given to underperforming functions/strategic units;
- Specific allocations towards the Cacadu Development Agency (CDA); and
- No project plan, no budget

5.3.2.2 OPERATIONAL BUDGET

The following table represents the 2016/17 MTREF in terms of the service delivery structure as informed by the Municipality's business planning process, IDP and various other best practice methodologies e.g. funded budget constraint.
Details of Sarah Baartman District Municipality's three year Financial Plan is laid out in its budget document. Rather than repeat issues which are dealt with in depth in the Budget, this commentary will deal with the broad principles of that plan. A high level summary of the three year plan is set out in the tables below.

Budget Process Plan for 2016/17 Multi-Term Budget

DATE	ACTIVITY	RESPONSIBILITY
December 2015	Meeting with Mayor, Exco. and HOD to discuss the strategic direction and objectives for the 2015/2016 financial year	**MM/BTO**
December 2015	**Budget Framework** Meeting the HOD's to discuss budget process Preparation of budget framework to provide parameters and request budget inputs for 2015/2016	**BTO**
December 2015	Completion of Salary Budget	**BTO/Payroll**
December 2015	Review all Budget related policies.	**BTO**
December 2015	Prepare draft budget three years operational and capital budget.	**BTO**
January 2016	Report back on progress with Budget inputs.	**BTO/HOD's**
January 2016	Review of current budget and inputs for new budget	**BTO/HOD's**
February 2016	• **Submission of Budget Inputs** Final date for HOD's to submit departmental budget inputs. Proposed Capital projects from IDP • Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part the oversight report for the previous years audited financial statements and annual report.	**BTO/HOD's**
February 2016	**Budget Discussion Document** Compile discussion document from inputs and submit to EXCO and HOD's	**BTO**
March 2016	**Budget Steering Committee** Discussion of budget inputs, link capital and operational plans to IDP and determine proposed tariffs.	**EXCO/HOD's**
23 March 2016	**Approval of Draft Budget** Submit draft multi-term operational and capital budget to Council for approval	**COUNCIL**

DATE	ACTIVITY	RESPONSIBILITY
April / May 2016	**Public Consultation Process** Public Consultation on draft budget throughout municipality	**MAYOR/EXCO /MM**
May 2016	**Respond to Public Comments** Response to public comments and sector comments. Incorporate recommendations into draft budget if possible and feasible	**MAYOR/BTO/ MM**
25 May 2016	**Approval of Final Draft Budget** Approve the draft multi-term operational and capital budget	**COUNCIL**
June 2016	**Advertising** Publication of approved budget.	**MM/BTO**
June 2016	**Submission of Budget** Submit approved budget to National and Provincial Treasury and COGTA	**BTO/MM**
June 2016	**Compile SDBIP** Compilation of service delivery and budget implementation plan(SDBIP) and submit to Council for approval	**PERFORMANCE MANAGER / MAYOR/MM**

OPERATING BUDGET 1 JULY 2016 TO 30 JUNE 2019
REVENUE AND EXPENDITURE BY VOTE

Vote Description	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Revenue by Vote						
Vote 1 - Executive and Council	1 610	1 910	2 050	3 796	3 811	4 207
Vote 2 - Finance and Corporate Services	101 052	101 669	99 087	99 789	99 743	104 671
Vote 3 - Planning and Infrastructure Development	2 665	11 675	1 133	4 670	250	266
Vote 4 - Health	11 125	11 235	–	10 780	10 992	11 499
Vote 5 - Community Services	–	–	–	–	–	–
Vote 6 - Housing	590	590	–	590	–	–
Vote 7 - Public Safety	26 152	30 699	1 800	23 763	15 431	12 002
Vote 8 - Sport and Recreation	–	–	–	–	–	–
Vote 9 - Waste Management	–	–	–	–	–	–
Vote 10 - Roads	2 200	14 521	10 800	2 261	2 374	2 515
Vote 11 - Water	–	850	50	–	–	–
Vote 12 - Electricity	–	–	–	–	–	–
Vote 13 - Other	–	(600)	–	–	–	–
Total Revenue by Vote	**145 393**	**172 548**	**114 920**	**145 648**	**132 601**	**135 160**
Expenditure by Vote *to be appropriated*						
Vote 1 - Executive and Council	32 645	37 216	32 079	37 246	38 563	43 799
Vote 2 - Finance and Corporate Services	43 517	39 863	34 459	39 371	39 529	38 508
Vote 3 - Planning and Infrastructure Development	13 450	22 460	18 098	13 848	9 832	10 241
Vote 4 - Health	12 551	12 661	12 099	12 478	12 809	13 436
Vote 5 - Community Services	2 200	2 200	2 000	1 100	–	–
Vote 6 - Housing	1 015	1 015	418	1 043	483	513
Vote 7 - Public Safety	29 312	33 859	28 462	29 792	21 870	18 879
Vote 8 - Sport and Recreation	300	300	300	300	300	300
Vote 9 - Waste Management	–	–	–	–	–	–
Vote 10 - Roads	2 229	14 550	13 037	3 782	2 400	2 541
Vote 11 - Water	1 032	1 882	1 838	959	1 028	1 097
Vote 12 - Electricity	–	–	–	–	–	–
Vote 13 - Other	7 142	6 542	6 469	5 730	5 788	5 845
Total Expenditure by Vote	**145 393**	**172 548**	**149 260**	**145 648**	**132 601**	**135 160**
Surplus/(Deficit) for the year	**–**	**–**	**(34 340)**	**–**	**–**	**–**

From the above table it can be seen that the total revenue for the 2015/2016 financial year amounts to R 114.9 million inclusive of capital grants utilised to fund the capital expenditure

budget. The total estimated operating expenditure is in excess of R149 million, resulting in a deficit of R34.3 million. The accumulated surplus is also utilised to fund the capital expenditure budget of R5.9 million in the 2015/16 financial year.

The detail outcomes of the 2016/17 MTREF will be discussed further below as well as in the Budget Document.

Sarah Baartman Consolidated Budgeted Cash Flows

Description	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
CASH FLOW FROM OPERATING ACTIVITIES						
Receipts						
Property rates, penalties & collection charges				–	–	–
Service charges				–	–	–
Other revenue	43 528	59 616	1 988	45 123	33 087	27 537
Government - operating	91 265	97 232	97 232	86 525	88 514	94 623
Government - capital	–	–		–	–	–
Interest	10 600	10 600	15 700	14 000	11 000	13 000
Dividends		–		–	–	–
Payments						
Suppliers and employees	(118 005)	(134 093)	(131 425)	(116 957)	(103 547)	(104 965)
Finance charges	–	–		–	–	–
Transfers and Grants	(25 506)	(31 473)	(15 953)	(27 011)	(27 374)	(28 515)
NET CASH FROM/(USED) OPERATING ACTIVITI	**1 882**	**1 882**	**(32 458)**	**1 680**	**1 680**	**1 680**
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
Proceeds on disposal of PPE	–	–	–	–	–	–
Decrease (Increase) in non-current debtors	–	–	–	–	–	–
Decrease (increase) other non-current receivables	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–
Payments						
Capital assets	(5 467)	(5 939)	(3 863)	(3 863)	–	–
NET CASH FROM/(USED) INVESTING ACTIVITIE	**(5 467)**	**(5 939)**	**(3 863)**	**(3 863)**	**–**	**–**
CASH FLOWS FROM FINANCING ACTIVITIES						
Receipts						
Short term loans	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–
Payments						
Repayment of borrowing	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITI	**–**	**–**	**–**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD	**(3 585)**	**(4 057)**	**(36 320)**	**(2 183)**	**1 680**	**1 680**
Cash/cash equivalents at the year begin:	**226 180**	**226 180**	**221 963**	**221 963**	**219 781**	**221 461**
Cash/cash equivalents at the year end:	**222 595**	**222 123**	**185 643**	**219 781**	**221 461**	**223 141**

5.3.2.3 REVENUE FRAMEWORK

The Sarah Baartman District Municipality is committed to improving the quality of life of all its citizens in the district; to promoting a living environment which fosters harmony and confidence which provides opportunity for growth and prosperity for all living within its region.

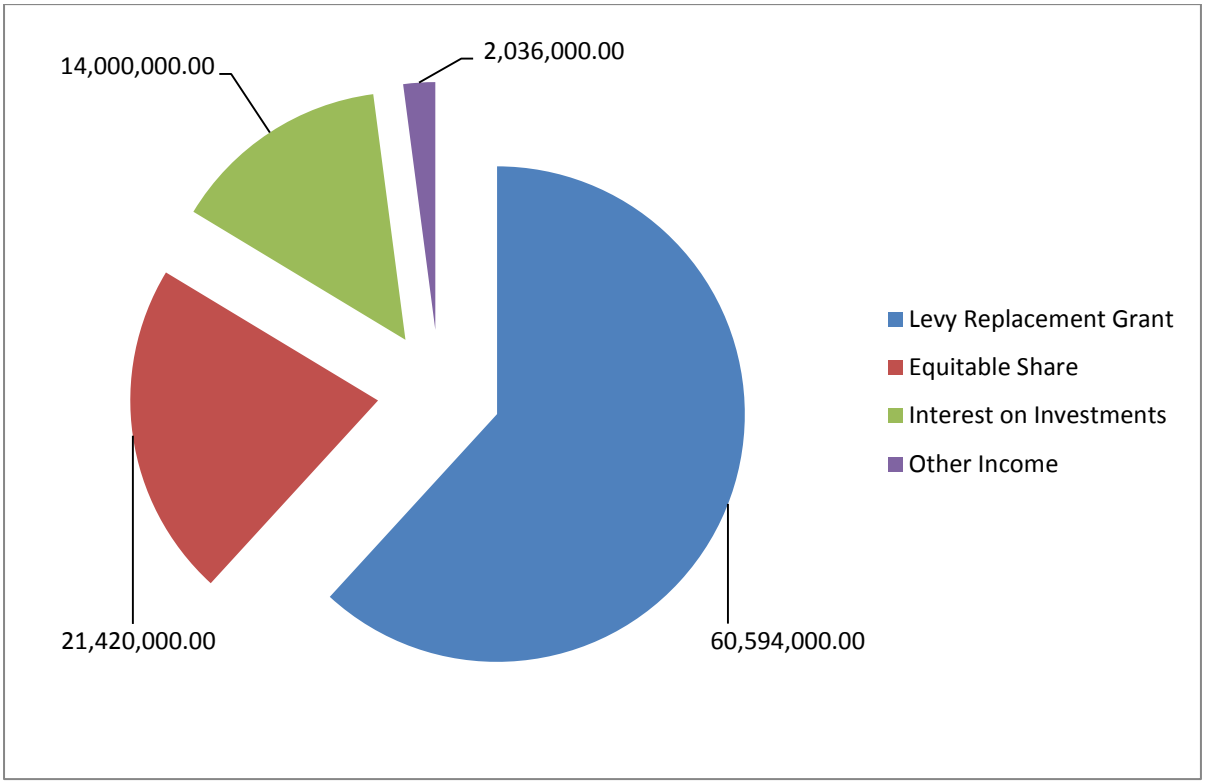
5.3.2.4 REVENUE

SBDM has very few significant sources of discretionary or sustainable revenue. In addition to this fact, there are a few areas of particular concern to the municipality:

- Interest Earnings;
- Equitable Share;
- Levy replacement Grant;

The Pie Chart below indicates all the discretionary revenue sources utilized to fund the 2016/2017 operating budget

REVENUE BY SOURCE

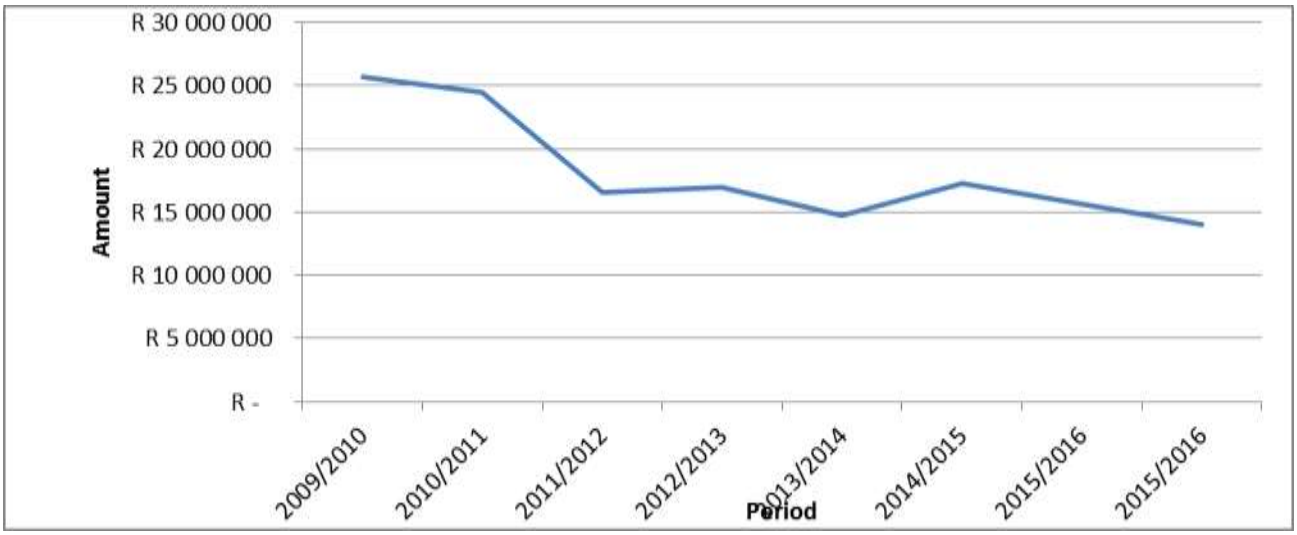


i) **Interest Earnings**

In 2016/17 interest earnings on investments are budgeted to contribute R14m (9.6%) of total revenue. It is evident that the municipality has become dependent on interest earning to balance its operating budget. This financing approach is not sustainable and strategies will be developed to reduce expenditure in line with discretionary sources of revenue. The

irony is that, in the medium to long term, the more efficient the municipality becomes at delivering its budgeted result, the greater this investment income will be reduced.

The graph below illustrates the extent to which interest has been used since the 2009/2010 financial year to finance Operating Expenditure:



ii) **Equitable Share**

A municipality should prioritise its budget towards poor households and national priorities such as free basic services and the expanded public works programme.

The Division of Revenue Act DORA 2016/2017 reflects a decrease in equitable share of the municipality amounting to R407 000. This has effectively resulted in a decrease in Equitable Share of 1.8%.

iii) **Municipal Infrastructure Grant**

Due to the demarcation process no further MIG allocations will be made to SBDM. However the MIG allocations to the local municipalities have increased significantly. The municipality has however been managing the MIG allocations of Makana and Ikwezi Local Municipality.

iv) **Levy Replacement Grant**

Recognizing that the RSC levies performed poorly with regards to the generally accepted principles of sound taxation (e.g. equity, efficiency, certainty, simplicity, ease of administration), the Minister of Finance announced in the 2005 Budget that RSC levies will be phased out on 1 July 2006. However, for municipalities to meet their expenditure obligations, especially in terms of poverty alleviation and social and economic development, it is important to maintain existing levels of revenue. The 2005 *Medium Term Budget Policy Statement* indicated that national government would compensate municipalities for lost revenue within the national budget framework, and options for alternative tax or revenue sharing arrangements are under consideration. The RSC Levy Replacement Grant for the 2016/2017 financial year and outer years reflects a low growth rate as more fully detailed below:

Financial year	Amount	% increase
2016/17	R58.9 m	2.7%
2017/18	R60.6 m	2.6%
2018/19	R62.2 m	3.0%

Future allocations for the Budget will be subject to further reforms to replace RSC levies with alternative sources of revenue.

It is evident that the increases in the Levy Replacement Grant are increasing at a significantly lower rate than the inflation rate which means that the programmes of the Sarah Baartman District Municipality will be negatively affected.

v) **Donor funding**

In the light of the funding uncertainties described above, Council is keen to pursue options for accessing other funds, notably from donors, both internal (i.e. Development Bank of Southern Africa) or external (overseas aid). It needs to be noted, however, that even if the SBDM should prove successful in its attempts to secure such funds, they can only ever be regarded as short term and unsustainable sources of revenue.

5.3.2.5 REVENUE AND TARIFF-SETTING

i) **Revenue Strategy**

The revenue strategy is a function of the following key components:

- Growth and economic development and
- Revenue enhancement through,
  - Eradication of free basic services to all households;
  - Changes in tariff structures;
  - National Treasury guidelines; and
  - Achievement of full cost recovery of specific user charges.

ii) **Assets Management**

The municipality has a GRAP compliant asset register in place. During the annual audit of the asset register in the 2015 financial year, the Auditor General has confirmed that the municipality's asset register is compliant in that there were no findings relating the fixed assets of the municipality.

A valuation roll is performed on an annual basis on all properties that is in the name of the district municipality. Due to the district municipality not having a demarcated area, the municipality does not collect rates and the valuation roll is not utilised for this purpose. The annual valuation is performed to ensure that the asset register is GRAP compliant.

5.3.2.6 EXPENDITURE FRAMEWORK

The following table is a high level summary of the 2016/17 Medium-term Expenditure Framework (classified per main category of expenditure) for the CoT based on departmental budget proposals aligned to the Five-year Integrated Development Plan, financial planning guidelines and a detail analysis of performance trends:

Description	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Expenditure By Type						
Employee related costs	47 705	46 219	41 874	46 963	50 157	53 567
Remuneration of councillors	7 025	7 025	6 607	7 314	7 811	8 342
Debt impairment	–	–				
Depreciation & asset impairment	1 882	1 882	1 882	1 680	1 680	1 680
Finance charges	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–
Other materials	–	–	–	–	–	–
Contracted services	4 465	4 055	3 836	4 565	4 794	5 033
Transfers and grants	25 506	30 203	30 203	27 011	27 374	28 515
Other expenditure	58 810	83 164	64 859	58 115	40 785	38 022
Loss on disposal of PPE	–	–	–	–	–	–
Total Expenditure	**145 393**	**172 548**	**149 260**	**145 648**	**132 601**	**135 160**

A major strategy related to the outcome of this planning was aligned to generating further operational gains and efficiencies to ensure the SBDM undertakes detail financial planning aligned to budgeting for improved service delivery. The above table is a direct product of this initiative, of which operational capacity created has been directed to the capital affordability limitations.

Total revenue and operating expenditure has decreased by 16% against the 2015/16 adjustment budget and an increase of 1% against the 2015/16 approved original budget. Cognisance needs to be taken of the fact that the revenue and expenditure budget will be declining over the future years unless capital grants and donations are obtained.

It can be deduced from the above table that the draft operating expenditure equates to R146 million in the 2016/17 financial year and decreases to R132 million in the 2017/18 financial year.

A couple of highlights relating to the draft expenditure framework include:

5.3.2.7 CAPITAL BUDGET

The compilation of the capital budget in terms of internal capacity (council funds) / affordability was based on the outcome of the Long-term Financial Strategy and funding options targeting an aggressive infrastructure investment framework, directly informed by the 5-year Strategic Integrated Development Programme.

Capital Budget

Capital budget 1 July 2016 to 30 June 2017

Narration	2015/2016 R '000	2016/2017 R '000
Funding Source		
Accumulated Surplus	5 714	3 863
Total	5 714	3 863
Asset Type		
Computer Software	324	371
Plant & equipment	490	392
Land & Buildings	4 150	1 500
Vehicles	750	1 600
Total	5 714	3 863

5.3.2.8 SARAH BAARTMAN DISTRICT MUNICIPALITY PROJECT REGISTER 2015/16

PROJECTS		AMOUNT R	FUNDING SOURCE
OFFICE OF THE MUNICIPAL MANAGER			
COMMEMORATION DAY CELEBRATION		200 000	Accumulated Surplus
DISABILITY EMPOWERMENT		250 000	Accumulated Surplus
WOMEN EMPOWERMENT		300 000	Accumulated Surplus
YOUTH DEVELOPMENT		300 000	Accumulated Surplus
LIBRARIES		1 100 000	Accumulated Surplus
IMPLEMENTATION OF THE HIV/AIDS PLAN		400 000	Accumulated Surplus
DEPARTMENT: PLANNING AND DEVELOPMENT			
TECHNICAL TOWN PLANNING ASSISTANCE		270 000	Accumulated Surplus
EPWP PROJECTS (FIRE HYDRANTS)		1 000 000	Grant - EPWP
SRV PROJECTS - ROADS		1 236 000	Accumulated Surplus
RIETBRON EPWP ROADS & STORMWATER		700 000	Accumulated Surplus
DISTRICT WIDE INFRASTRUCTURE		500 000	Accumulated Surplus
REVIEW OF INTEGRATED WASTE MAN. PLAN		200 000	Accumulated Surplus
AIR QUALITY MANAGEMENT PLAN		100 000	Accumulated Surplus
HOUSING TRANSFER AND BENEFICIARY		400 000	Sundry Creditors
INFR DMA: ALIENATION		190 000	Sundry Creditors

PROJECTS		AMOUNT R	FUNDING SOURCE
CONTRIBUTION TO MUNICIPALITIES		8 000 000	Accumulated Surplus
FIRE STATION - KOUKAMMA		400 000	Accumulated Surplus
FIRE STATION - NDLAMBE		2 000 000	Accumulated Surplus
PATERSON INTERGRATED EMERGENCY CENTRE		8 200 000	Accumulated Surplus
FIRE TRAINING ASSISTANCE TO LMS		400 000	Accumulated Surplus
REVIEW OF DISASTER RISK ASSESSMENT		1 700 000	Accumulated Surplus
DISASTER RISK REDUCTION		200 000	Accumulated Surplus
RURAL ACCESS ROADS (RRAMS PROJECT)		2 261 000	Grant - RRAMS
INTER CITY BUS TERMINAL		1 500 000	Accumulated Surplus
DEPARTMENT : ECONOMIC DEVELOPMENT			
DISTRICT DEVELOPMENT AGENCY		4 500 000	Accumulated Surplus
AGRICULTURAL SUPPORT		1 000 000	Accumulated Surplus
LED DISTRICT SUPPORT		350 000	Accumulated Surplus
CDM SMME SUPPORT PROGRAMME		2 500 000	Accumulated Surplus
CREATIVE INDUSTRIES		900 000	Accumulated Surplus
SUPPORT TO LOCAL TOURISM ORGANISATIONS		800 000	Accumulated Surplus
TOURISM MARKETING		1 700 000	Accumulated Surplus
TOURISM SECTOR DEVELOPMENT SUPPORT TO LM'S		1 500 000	Accumulated Surplus
DEPARTMENT: FINANCE AND CORPORATE SERVICES			
SUPPORT TO LM'S FOR IMPROVING AUDIT OUTCOMES		2 800 000	Accumulated Surplus
		47 857 000	

Project Funding Budget 1 July 2015 to 30 June 2016

SUMMARY OF FUNDING	AMOUNT R
GRANTS: NATIONAL	3,261,000
ACCUMULATED SURPLUS	44,006,000
SUNDRY CREDITORS	590,000
TOTAL FUNDING / PROJECT BUDGET	**45,409,000**

5.3.2.9 COMMUNITY CONSULTATION PROCESS

The following section provides an overview of the consultation and community consultation activities.

- **Budget committee meetings:** A budget committee meetings was held on 6 March 2016 which involved the Portfolio Councillor of Finance and Corporate Services and senior management. The purpose of the meetings was to discuss and inform politicians and management of the budget.

- **Publication of draft budget:** The draft budget report (hard copy) was made available at all the local municipalities in the district and the SBDM's municipal offices and the draft document was made available on SBDM's 's website. Notices were published in the media calling on the public to submit representation on the budget.
- **Electronic**: The tabled budget document was published on www.Sarah Baartman.co.za.
- The process of consultation can be considered successful.

5.3.2.10 MUNICIPAL FINANCIAL POLICIES

To ensure compliance and optimal financial monitoring and control, the Sarah Baartman District Municipality has the following policies in place and are being implemented:

- Tariffs;
- Credit control and debt collection;
- Virement;
- Banking and Investment;
- Petty Cash;
- Sundry Financial;
- Budget;
- Policy on Fruitless, Wasteful and Irregular Expenditure;
- Risk Management;
- Supply Chain Management; and
- Asset management

The above policies are reviewed annually during the Budget process and are adopted in line with the adoption of the budget of the municipality. These policies are not promulgated into by-laws because SBDM is a district municipality.

The Sarah Baartman District Municipality does not have; Rates, Infrastructure Investment and Capital Projects Policies, as these policies are not relevant to the District Municipality. The District Municipality does not have a rates demarcated area and therefore do not receive any rates. The District also does not provide bulk infrastructure and therefore do not capitalise the assets on projects that are undertaken by the municipality.

5.3.2.11 SUPPLY CHAIN MANAGEMENT

The municipality has a supply chain unit within the Finance department. The unit conforms to National standards. The supply chain management policy in aligned to the Supply Chain Management Regulations. The municipality has implemented stringent controls to assists in complying with all regulations relating to supply chain.

The municipality strives to adhere to the supply chain management regulations. The turn-over rate of procurement process was negatively affected upon initial implementation of the stringent controls. The process is becoming a norm within the municipality and the turn-over rate is steadily improving.

5.3.2.12 Management Response to the Report of the Auditor – General on the Financial Statements and Performance Information of Sarah Baartman District Municipality for the Year Ended 30 June 2015

Management's response will be provided with reference to the relevant paragraphs in the Audit Report.

i) **Audit Opinion**

Paragraph 6 Opinion.

The Auditor – General has concluded:

"In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Sarah Baartman District Municipality and its municipal entity as at 30 June 2015 and their financial performance and cash flows for the year then ended, in accordance with SA standards of GRAP and the requirements of the MFMA and DORA".

The fact that the Municipality has been able to maintain its unqualified audit opinion for eight consecutive financial years in spite of many challenges is a remarkable achievement with the 2015 financial year audit being the 2nd consecutive "clean audit". Each financial year presents new challenges which have to be carefully managed to ensure that the Municipality achieves a clean audit.

5.4 INTEGRATED WASTE MANAGEMENT ASSESSMENT / INTEGRATED WASTE MANAGEMENT PLAN

An assessment has been conducted on the status quo of all the waste disposal sites in the SBDM area which was used in the compilation of an Integrated Waste Management Plan (IWMP) for the District. The results of the afore-mentioned assessment are reflected in the table below.

Table .14 Results of status quo assessment

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registra-tion/ permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Manage-ment
Camdeboo Municipality							
Nieu-Bethesda existing	S31 50 26.4 E24 31 38.1	G:C:B -	Permitted	Good	Good	Good	Adequate
Graaff-Reinet Decommissioned	S32 17 51.6 E24 31 53.9	G:S:B -	Registered	Inadequate	Adequate	Good	Adequate
Aberdeen	S32 29 34.5 E24 02 44.1	G:S:B -	Registered	Good	Good	Good	Adequate
Blue Crane Route Municipality							
Somerset East	S32 44 03.7 E25 34 14.4	G:S:B -	Registered	Adequate	Inadequate	Inadequate	Inadequate
Cookhouse	S32 43 38.2 E25 48 19.2	G:C:B -	Unknown	Good	Inadequate	Inadequate	Good
Pearston	S32 35 18.2 E25 08 57.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Adequate
Ikwezi Municipality							
Jansenville	S32 57 15.7 E24 40 30.2	G:C:B -	Registered	Adequate	Inadequate	Adequate	Inadequate
Klipplaat	S33 02 05.0 E24 19 54.8	G:C:B -	Registered	Inadequate	Good	Good	Adequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registra-tion/ permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Manage-ment
District Management Area							
Rietbron	S32 54 13.0 E23 10 12.8	G:C:B -	Unknown	Good	Poor	Adequate	Adequate
Glenconnor - railway location	S33 23 52.0 E25 09 50.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - school location	S33 23 34.9 E25 09 23.2	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - informal 1	S33 23 45.3 E25 09 43.0	G:C:B -	Unknown	Inadequate	Poor	Poor	Inadequate
Glenconnor - informal 2	S33 23 41.7 E25 09 36.8	G:C:B -	Unknown	Inadequate	n/a	n/a	n/a
Baviaans Municipality							
Willowmore	S33 16 15.1 E23 29 50.6	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Steytlerville	S33 18 50.8 E24 20 55.2	G:C:B -	Unknown	Adequate	Adequate	Good	Adequate
Kouga Municipality							
Hankey	S33 48 21.8 E24 52 31.6	G:S:B -	Permitted	Good	Good	Poor	Inadequate
Humansdorp	S34 00 54.8 E24 46 24.9	G:M:B +	Registered	Good	Adequate	Good	Adequate
Jeffreys Bay	S33 58 43.3 E24 57 38.9	G:S:B +	Unknown	Good	Poor	Adequate	Adequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registra-tion/ permit status	Site Suitability	Estimated Lifespan	Infrastruc-ture	Operation & Manage-ment
Oyster Bay Old Waste Site	S34 10 03.7 E24 39 36.2	G:C:B +	Unknown	Poor	Poor	Good	Inadequate
Oyster Bay - Transfer Station	S34 10 04.4 E24 39 20.4	G:C:B +	Unknown	Good	Not Applicable	Adequate	Inadequate
Patensie	S33 44 09.8 E24 47 30.5	G:S:B +	Unknown	Adequate	Poor	Good	Poor
St Francis Bay	S34 11 13.0 E24 49 24.2	G:M:B +	Unknown	Good	Inadequate	Inadequate	Adequate
Kou-Kamma Municipality							
Clarkson	S34 01 24.6 E24 20 53.2	G:C:B +	Unknown	Good	Good	Adequate	Inadequate
Coldstream	S33 57 25.0 E23 41 38.6	G:C:B +	Permitted	Adequate	Adequate	Adequate	Adequate
Joubertina	S33 49 09.1 E23 52 54.8	G:C:B +	Unknown	Good	Good	Adequate	Adequate
Kareedouw	S33 56 40.9 E24 18 34.7	G:C:B +	Unknown	Poor	Poor	Inadequate	Inadequate
Krakeelrivier	S33 48 38.1 E23 44 28.5	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Poor
Louterwater	S33 47 20.0 E23 37 46.1	G:C:B +	Unknown	Poort	Inadequate	Adequate	Poor
Misgund	S33 44 38.1 E23 29 09.2	G:C:B +	Unknown	Adequate	Good	Not Applicable	Not Applicable
Woodlands	S34 00 39.5 E24 09 35.6	G:C:B +	Unknown	Good	Poor	Adequate	Poor
Sunday's River Valley Municipality							

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registra-tion/ permit status	Site Suitability	Estimated Lifespan	Infrastruc-ture	Operation & Manage-ment
Addo	S33 30 01.5 E25 41 44.4	G:C:B +	Unknown	Poor	Adequate	Good	Inadequate
Kirkwood	S33 24 04.7 E25 30 04.0	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Inadequate
Paterson	S33 26 14.3 E25 59 01.2	G:C:B +	Unknown	Adequate	Adequate	Poor	Inadequate
Sunland	S33 28 31.7 E25 37 21.8	G:C:B +	Unknown	Good	Adequate	Good	Adequate
Ndlambe Municipality							
Bathurst - domestic	S33 29 31.3 E26 48 51.2	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Bathurst - garden	S33 29 15.4 E26 48 46.4	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Boknes	S33 43 29.3 E26 34 19.6	G:C:B +	Unknown	Good	Adequate	Poor	Inadequate
Bushmans River Mouth	S33 40 20.5 E26 37 06.2	G:S:B +	Unknown	Good	Good	Adequate	Adequate
Cannon Rocks - domestic	S33 44 30.4 E26 33 45.8	G:C:B +	Unknown	Poor	Inadequate	Poor	Inadequate
Cannon Rocks - garden	S33 44 38.2 E26 33 38.4	G:C:B +	Unknown	Poor	Adequate	Poor	Inadequate
Fish River Mouth	S33 29 48.9 E27 07 42.3	G:C:B +	Unknown	Good	Adequate	Inadequate	Adequate
Kenton on Sea on Sea	S33 40 13.4 E26 39 37.3	G:S:B +	Unknown	Poor	Good	Poor	Poor
Riet River Mouth	S33 33 22.0 E27 00 28.3	G:C:B +	Unknown	Poor	Poor	Poor	Poor
Seafield and Kleinemonde	S33 31 54.8 E27 02 54.0	G:C:B +	Unknown	Poor	Adequate	Inadequate	Inadequate
Port Alfred	S33 34 05.7 E26 52 44.6	G:S:B +	Permitted	Good	Good	Adequate	Inadequate
Alexandria	S33 39 31.5 E26 26 04.0	G:C:B +	Unknown	Good	Good	Poor	Poor
Makana Municipality							
Alicedale	S33 19 04.8 E26 04 35.1	G:C:B -	Permitted	Good	Good	Inadequate	Poor
Grahamstown	S33 17 28.4 E26 29 32.9	G:M:B +	Permitted	Good	Good	Good	Good
Riebeeck East	S33 12 35.1 E26 10 57.9	G:C:B -	Permitted	Good	Good	Adequate	Inadequate

5.4.1 PRIORITY WASTE DISPOSAL SITES

The following waste disposal sites have been found to be in an unsatisfactory condition (reasons given in brackets), and would benefit most from additional funding (in no particular order):

- Glenconnor (Informal 1) – No permit, fully visible, close to residential area, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, no equipment, excessive illegal dumping, no waste separation;
- Cannon Rocks (Domestic refuse site) – No permit, close to drainage feature, partially visible, nearly full, no signpost, fence, gate, site office or access control, no compaction and covering of waste, abundant litter, bad odour, excessive flies,

- Riet River Mouth – No permit, close to drainage feature, fully visible, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, bad odour, excessive flies, no equipment, no waste separation;
- Port Alfred – Fully visible, no signpost, fence in disrepair, no access control, no compaction or covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, excessive noise and traffic;
- Alexandria – No permit, no signpost, gate, site office or access control, inadequate compaction and covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning by municipality, excessive illegal dumping, no waste separation.
- The following waste disposal sites are also in an unsatisfactory condition, and could be considered as a second priority (in order of priority):
- Willowmore – No permit, fully visible, close to residential areas, no signpost, fence requires maintenance, no site office or access control, no compaction and covering of waste, excessive uncontrolled salvaging, burning of waste, no equipment, no waste separation;
- Bathurst (Domestic and garden refuse sites) – No permits, no signpost, poor roads, no fence, no gate, site office or access control, no compaction or covering of waste, salvaging of waste, excessive litter, bad odour, excessive flies, burning of waste;
- Kenton-on-Sea – No permit, fully visible, no signpost, fence, gate, site office or access control, no covering or compaction of waste, burning of waste, excessive noise and traffic;
- Oyster Bay Transfer Station – No permit, close to drainage feature, no signpost, site office or access control, salvaging of waste, illegal dumping,
- Kareedouw – No permit, partially visible, nearly full, no signpost, fence needs maintenance, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, burning of waste, no equipment, no waste separation;
- Woodlands – No permit, nearly full, no signpost, fence needs maintenance, no gate or access control, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, no equipment, excessive illegal dumping;
- Kirkwood – No permit, close to residential area, nearly full, no signpost, fence, site office or access control, no covering or compaction of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, illegal dumping;
- Cannon Rocks (Garden refuse site) – No permit, close to drainage feature, partially visible, no signpost, fence, gate or access control, no covering or compaction of waste.

5.4.2 **CONCLUSIONS**

The following conclusion can be drawn from the status quo assessment:

- A total of fifty waste disposal sites were identified within the study area;
- Of the 50 sites identified, only seven have are permitted;
- The assessment identified six waste disposal sites that should be prioritised, and eight waste disposal sites that should be addressed as a second priority.

5.4.3 **RECOMMENDATIONS**

The following actions are recommended:

- That the results of this Status Quo assessment form part of the SBDM's Integrated Waste Management Plan (IWMP). The preparation of the IWMP should take the following into account:
- The current waste volumes, types, and sources;
- The lifespan for each of the identified waste disposal sites (the estimated lifespan of sites presented in this report can be used as a starting point);
- The current collection and transportation methods to the existing sites;

- The extent of recycling and materials recovery (if any), and opportunities to improve such activities;
- The extent of, or need for, hazardous waste disposal sites within the SBDM;
- An economic analysis with respect to collection, transportation, landfill operation costs, landfill closure and aftercare costs and/ or future liabilities; and
- The need to provide the public with an opportunity to comment on the IWMP prior to it being finalised;
- The main objective of the IWMP should initially be to register and/or obtain permits for each of the existing waste disposal sites. In order to comply with the "Minimum Requirements for Waste Disposal by Landfill" and/or the "Directions for the Control of General Small and General Communal Waste Disposal Sites" a number of the sites will require remedial design. Such design and/or development would typically include the following:
- Installation of an effective fence;
- Establishing access control;
- Establish service roads are in a condition which allows unimpeded access to the site for vehicles transporting waste;
- Ensure cover material is available for daily covering of wasted, and that a suitable means to apply the cover material is available;
- Establish a monitoring borehole network as per the requirements of the directions (to include upstream and down stream monitoring boreholes.

5.4.4 FORMULATION OF INTEGRATED WASTE MANAGEMENT PLANS (IWMP)

The management of solid waste is the responsibility of each individual Local Municipality (LM). As a requirement of the National Waste Management Strategy and the IDP Process, all LMs are faced with the obligation of compiling an Integrated Waste Management Plan (IWMP). In 2008, the Sarah Baartman District Municipality (SBDM) appointed KV3 Engineers to assist with the compilation of IWMP's for the nine LMs within its area of jurisdiction.

The formulation of the IWMP's was done in line with the Starter Document for Guidelines for the compilation of IWMP's (DEAT, 2000). The process of compiling IWMP's consists of two phases. The first phase consisted of an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and needs analysis for each of these aspects. This phase was completed in July 2008.

The second phase comprised of the final compilation of the IWMP inclusive of identified objectives and goals with alternatives for obtaining these being considered and evaluated. This phase was completed in November 2008.

The content of each section is documented per LM as follows:

i) WASTE DISPOSAL INFRASTRUCTURE

Table .15 Waste disposal infrastructure

Municipality	Landfill Sites	Permitted by DEAT	Comments /Recommendations
Ikwezi	Klipplaat Jansenville Kleinpoort Wolwefontein	Klipplaat – No Jansenville – No Kleinpoort - No Wolwefontein - No	• Formulation of Operational Plan; • Hiring of TLB on a part time basis. • Not regarded as legal waste disposal facilities.
Camdeboo	Graaff-Reinet, Nieu Bethesda Aberdeen	Graaff-Reinet – No Aberdeen – No Nieu Bethesda – application made.	• Waste should be covered more regularly; • Access to be controlled; • Volumes to be recorded; • Formalize scavenging; • LM should purchase a TLB.
Blue Crane Route	Somerset East Cookhouse Pearston	Somerset East – Yes Cookhouse – Yes Pearston – No	• Access controlled; • Pearston to be upgraded to comply with minimum standards; • Upgrade disposal of abattoir waste.
Baviaans	Steytlerville Willowmore Rietbron Vondeling	Steytlerville -No Willowmore - No Rietbron – No Vondeling – No	• Sites should be upgraded to comply with minimum standards; • Hiring of TLB on a part time basis. • Poorly located; • Not managed in accordance with proper waste disposal practices; • Sites should be dealt with as illegal dumping sites by SBDM.
Kouga	Humansdorp Hankey Patensie St Francis Bay	Humansdorp – application made Hankey – Yes Patensie – No St Francis – No	• Sites should be upgraded to comply with minimum standards; • LM to identify new transfer stations to be authorized by DEAT.
Kou-Kamma	Louterwater Krakeelrivier Joubertina Coldstream Kareedouw Woodlands Clarkson	Woodlands -No Krakeelrivier – No Louterwater – No Misgund – No Kareedouw – No Clarkson – No Coldstream – application made Joubertina –Yes	• Access to be controlled; • Sites should be upgraded to comply with minimum standards; • Site management should be improved; • Volumes to be recorded.
Makana	Grahamstown Alicedale Riebeeck East	Grahamstown – Yes Alicedale – Yes Riebeeck East – Yes	• Improve access control; • Sites should be upgraded to comply with minimum standards; • Volumes to be recorded.
Ndlambe	Alexandria Bushman's River Mouth Kenton-on-Sea Bathurst Port Alfred	Alexandria – No Bushman's River -No Kenton-on-Sea - No Bathurst - No Port Alfred - Yes	• Sites should be upgraded to comply with minimum standards.
Sunday's River Valley	Kirkwood Langbos Sunland Paterson Glenconner	Kirkwood - No Langbos - Yes Sunland - Yes Paterson - Yes Glenconner - No	• Improve access control; • Cover waste regularly; • Formalize illegal scavenging; • LM should hire a TLB for part-time use; • Sites should be upgraded to comply with minimum standards. • Not managed in accordance with proper waste disposal practices.

WASTE COLLECTION INFRASTRUCTURE

Table .16 Waste collection infrastructure

Municipality	Sufficient Vehicles	Vehicle Condition	Comments / Recommendation
Ikwezi	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Camdeboo	Yes	Good	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Blue Crane Route	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Regional landfill site will require the purchase of a designated landfill vehicle & skip loader.
Baviaans	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Inclusion of ESBDMA 10 will necessitate the purchase of additional waste collection vehicles.
Kouga	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Kou-Kamma	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Makana	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Ndlambe	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted.
Sundays River Valley	Yes	Some of the vehicles are old.	• Vehicle replacement plan required; • Savings / budget plan should be drafted; • Inclusion of ESBDMA 10 will necessitate the purchase of additional waste collection vehicles.

ii) INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

Table .17 Institutional capacity and human resources

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Ikwezi	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Camdeboo	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Blue Crane Route	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required; • Establish a Waste Management Section within the LM.
Baviaans	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.
Kouga	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Kou-Kamma	Limited or no personnel at disposal facilities.	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; Drivers.	• Training of municipal workers for specific tasks is required.
Makana	Limited or no personnel at disposal facilities	• Site supervisor / operator for Riebeeck-East & Alicedale. • Environmental Cleaners.	• Training of municipal workers for specific tasks is required.
Ndlambe	Limited or no personnel at disposal facilities	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required; • Establish a Waste Management Section within the LM.
Sunday's River Valley	Limited or no personnel at disposal facilities	• Gate guard; • Site supervisor / operator; • Litter pickers; • General workers; • Drivers.	• Training of municipal workers for specific tasks is required.

iii) DISSEMINATION OF INFORMATION / COMMUNICATION

The IWMPs suggests that each LM develop a Waste Information System to ensure effective waste management. This information will enable the LM to contribute to quarterly waste management workshops to be coordinated by the SBDM. The aim of these workshops will be to capacitate and guide the LM's in effective waste management. Further, communities within the municipal area should be made aware of proper waste management techniques and the services offered by the LM.

iv) MANAGEMENT OF ILLEGAL ACTIVITIES

All nine IWMPs declare that illegal dumping is problematic across the District. The following recommendations are made to improve the situation on an LM level:

- Introduce a neighbourhood watch system that will aim to prevent illegal dumping;
- Deploy skips at strategic locations across towns and settlements;
- Clear all illegal dumping areas and take waste to properly established sites;
- Place skips in 'illegal dumping hot spot areas' and prohibitive notice boards;
- Develop a Medical Waste Stream Management Strategy to ensure the safe handling and disposal of medical waste.

v) WASTE MINIMISATION

Eight out of the nine LM's within the Sarah Baartman District do not have any formal recycling activities. This has been attributed the lack of available markets for recycled materials. The feasibility of establishing recycling centres at the main waste disposal sites should be investigated in conjunction with the distribution of recycling collection containers throughout towns and settlements.

Only Makana Municipality has formed a Municipal Private Partnership with some recyclers and the Department of Social Development to initiate the Masihlule Recycling Project.

Further, the reports suggest that the introduction of incentive schemes for in-house waste minimization for business should be investigated in each LM.

vi) **RECOMMENDATIONS & CONCLUSION**

The IWMP's for each LM recommend the following be introduced to ensure effective and sustainable district-wide waste management:

Waste Information Systems should be implemented by each LM. The aim of this information system will be to provide all the necessary detail and information to the planning and implementation of waste management. Required information should include:

- permit status of disposal facilities
- volumes of waste disposed of
- condition of landfills / transfer stations
- number and type of equipment
- date of equipment purchase
- operating and maintenance costs
- proposed replacement date
- type of service
- number of service points (domestic, commercial and industrial)
- number of personnel involved etc.

Waste Management decisions concerning new equipment or services could then be based on accurate information. Some of the information in the IWMP's can serve as a basis for such Waste Information Systems. The above is regarded to be of the utmost importance to the District and the LMs.

The submitted IWMPs should be re-evaluated and expanded to form a detailed Operational Plan once information is available from the Waste Information System to ensure the accuracy of future planning. The following activities are recommended:

- Service levels should be work-shopped with the communities to obtain their views and inputs on the proposed upgrading of their received services and the associated cost implications;
- Community awareness campaigns should be implemented to educate the communities on responsible waste management;
- All LMs should promote recycling and / or waste minimization. The informal salvaging (scavenging) operations at landfill sites should be formalized to conform to approved waste management practices.

The above recommendations in conjunction with the section specific comments would ensure that the short term waste management requirements of the Sarah Baartman Region are met. Once the Waste Information System per LM is implemented, the IWMP's should be re-evaluated and adjusted if required. Long term planning can them commence in a more responsible and informed fashion. This process will ensure that sound waste management is practiced in the Sarah Baartman District.

5.4.5 WATER SERVICES DEVELOPMENT PLANS (WSDP)

To comply with the Water Services Act, a WSDP should be prepared as part of the IDP process. The WSDP is a sector plan that falls within the inter-sector umbrella plan of the IDP. All local municipalities within the District however, are Waster Services Authorities and as such responsible for the

development of individual WSDPs. As such this summary provides a reflection on those primary issues contained within the WSDPs of the individual municipalities.

The Sarah Baartman District Municipality (SBDM) consists of 9 Local Municipalities spread over a vast geographical area. Due to the fact that the towns are spread over such a vast geographical area, the different LMs have vastly differing challenges with regards to the provision of water and sanitation services. The LMs situated along the coast e.g. Kouga and Ndlambe with high tourism inflows during the holiday seasons have vastly differing challenges to LMs such as Baviaans which does not have these seasonal inflows of consumers.

For this reason, it is pragmatic that the LM's with similar consumer water and sanitation usage patterns are grouped in this summary component of the IDP. This summary intends to sketch an overall picture of the current situation within the LM's with regards the provision of water and sanitation services and to identify the gaps that exist.

5.4.6 SOCIO ECONOMIC FACTORS

In order for the Water Services Authority (WSA) (each local municipality) to provide a reliable service, it is required that the consumers are able to pay for services rendered to them. It is thus important that the "Economically Active" segment of the consumer group is employed. It is of concern that in some of the LM's the rate of unemployment is high making it difficult for the consumers to pay for services. The target set by LM's with respect to affordability of services, is for the monthly services bill to be in the order group of 10% of the family income. Thus a family earning R850 per month, should not be charged more than R85 for the month for water and sanitation services. The unemployment rate or lack of employment opportunities makes the economically active sector leave the area to find employment in other centres, thus exacerbating the problem. In Ikwezi, this problem is evident in the negative population growth rate and an unemployment rate of 71%. The close proximity of Graaff-Reinet and Port Elizabeth entices the unemployed consumers to seek employment in these towns.

5.4.7 WATER SOURCES

Water Sources can be divided into 3 categories viz:

- Surface Water Sources
- Groundwater Sources, and
- External Sources (Purchased Water)

Each LM sources it water from one of these categories or a combination of these. The Table below summarises the sources for each LM.

Table .19 Water sources

Lm	Groundwater	Surface Water	Purchased
Baviaans	✓	-	-
Blue Crane Route	✓	✓	✓
Camdeboo	✓	✓	-
Ikwezi	✓	✓	-
Kouga	✓	✓	✓
Kou-Kamma	✓	✓	✓
Makana	✓	✓	✓
Ndlambe	✓	✓	✓
Sundays River Valley	✓	-	✓

5.4.8 SERVICE LEVEL PROFILE – WATER

Since the aim of the LMs is to provide each consumer with a metered erf connection, it is clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for water is a standpipe <200m from the consumer.

Table 20 Status of erf connections

Local Municipality	Communal Standpipe < 200m	Communal Standpipe > 200m	Individual Connection - Metered	Individual Connection - Unmetered	Nothing
BAVIAANS	0	0	3751	18	0
BLUE CRANE ROUTE	400	0	8817	0	60
CAMDEBOO	0	0	10941	0	0
IKWEZI	0	0	0	2894	0
KOUGA	120	0	21424	0	0
KOU-KAMMA	57	0	3876	4559	0
MAKANA	759	0	15999	0	0
NDLAMBE	600	0	9630	500	400
SUNDAYS RIVER VALLEY	1144	1271	7152	2010	0
Grand Total	3080	1271	81590	9981	460

Water:

- 3.2% of the consumer units within Sarah Baartman are served with communal standpipes with a distance smaller than 200m
- 1.3% of the consumer units within Sarah Baartman are served with communal standpipes with a distance greater than 200m
- 34.7% of the consumer units within Sarah Baartman are served with individual metered erf connections
- 10.4% of the consumer units within Sarah Baartman are served with individual unmetered erf connections
- 0.4% of the consumer units have no water services provision

5.4.9 SERVICE LEVEL PROFILE – SANITATION

Since the aim of the LMs is to provide each consumer with a full waterborne sanitation system, it is again clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for sanitation is a VIP toilet.

Table 5.21 Sanitation Service level profile

Local Municipality	Bucket	Conser-vancy Tank	Nothing	Pit Latrine	Septic Tank	Small Bore	VIP	Water-borne
BAVIAANS	34	102	0	4	449	0	369	2817
BLUE CRANE ROUTE	400	150	60	400	0	0	250	7327
CAMDEBOO	0	80	0	0	80	725	0	8227
IKWEZI	115	26	0	0	0	0	12	2190
KOUGA	4700	7222	0	0	0	0	0	12148
KOU-KAMMA	0	500	200	0	1514	3000	807	3624
MAKANA	331	443	759	0	0	0	2283	12942
NDLAMBE	0	5195	400	450	2446	2800	50	5300
SUNDAYS RIVER VALLEY	254	0	0	2704	23	0	878	7718
Grand Total	5834	13718	1419	3558	4512	6525	4649	62293

Sanitation:
- 5.6% of the consumer units within Sarah Baartman are served with buckets
- 13.3% of the consumer units within Sarah Baartman are served with conservancy tanks
- 3.5% of the consumer units within Sarah Baartman are served with pit latrines
- 4.5% of the consumer units within Sarah Baartman are served with septic tanks
- 6.4% of the consumer units within Sarah Baartman are served with a small bore sewer system
- 4.6% of the consumer units within Sarah Baartman are served with VIPs
- 60.8% of the consumer units within Sarah Baartman are served with waterborne sewer system
- 1.3% of the consumer units within Sarah Baartman are not served any sanitation system

5.4.10 COASTAL WATER SERVICES AUTHORITIES (WSAs)

As mentioned before, the 2 coastal WSAs in the Sarah Baartman region, viz Kouga and Ndlambe have unique problems; these WSAs experience a major influx of holiday-makers placing enormous pressure on the WSAs resources. In Ndlambe for example, it is estimated that over a 5 year period the amount of water purchased from Amatola Water Board will increase from 576 Ml/year to 1044Ml/year to keep up with demand. This equates to an increase of ± 81.25%. This same scenario is playing itself out in the Kouga Municipality where the current figure of purchased water in Jeffreys Bay is 1913Ml/year which in 5 years' time will increase to 3131.7Ml/year which is an increase of 63.7%. It is thus clear from the above, that the increased popularity of the coastal towns is having a major effect on the resources of the WSA. It is for this reason that in these areas, a moratorium is in place on development so as to properly plan for the increase in the number of consumers.

5.4.11 WATER CONSUMPTION IN THE SARAH BAARTMAN REGION

The table below is a summary of the current water consumption, and the estimated requirement in 5 years' time.

Table 5.22 water consumption

Local Municipality	Current Consumption (Ml/year)	Consumption in 5 years (Ml/year
BAVIAANS	724	1142
BLUE CRANE ROUTE	2163	2324
CAMDEBOO	7157	7157
IKWEZI	1024	2001
KOUGA	6677	9806
KOU-KAMMA	1522	1700
MAKANA	8205	14228
NDLAMBE	3500	5195
SUNDAYS RIVER VALLEY	2453	2968
Grand Total	**33425**	**46521**

As can be seen the water demand in five years' time will increase by 39.2% within the Sarah Baartman region.

5.5 HUMAN SETTLEMENT GUIDELINES

The SBDM has developed housing and settlement guidelines in order to assist Local Municipalities on making decisions on the optimal arrangement of settlements based on the concepts of the settlement hierarchy policy as described in the SDF. (The comprehensive Settlement Planning and Housing Development Guidelines document is available from the SBDM upon request). In essence the housing and settlement guidelines give substance to the settlement hierarchy policy in terms of interventions required in the spatial management of settlements in order to address current development scenarios.

The guidelines attempt to assist Local Municipalities in their planning of their respective settlements through:

- Illustrating the ideal spatial structure of each level of settlement.
- Stipulating criteria that can be used to determine the best location of land uses within each settlement.
- Stipulating possible actions in order to promote integration, sustainability, equity and efficiency.

5.6 INTEGRATED TRANSPORTATION PLAN (ITP)

5.6.1 BACKGROUND

In terms of the National Land Transport Act (Act 5 of 2009), (NLTA), planning authorities are required to prepare an Integrated Transport Plan (ITP), which is to form a statutory component of the District's Integrated Development Plan (IDP). The current ITP is the initial ITP prepared by the District and covers the period 2005 to 2010.A new ITP has been developed for the period 2011 to 2016 and currently awaits approval from the MEC: Transport, Roads and Public Works.

In terms of the "Guidelines for Integrated Transport Plans in the Eastern Cape (Draft Revision 2 – 7 September 2004)" and for the purposes of land transport planning, District Municipalities categorised as Type Two Planning Authorities. As such the Type Two planning authority is required to prepare a District Integrated Transport Plan (DITP) and is responsible for the preparation of transport plans for its entire area of jurisdiction. Local Municipalities may however by agreement, and if provided for in terms of applicable local government legislation, assist with such preparation.

5.6.2 ORIENTATION

The OLS for the SBDM has been prepared in accordance with the requirements of the National Land Transport Act, 2009, and the Minimum Requirements for Integrated Transport Plans, November 2007. The OLS, at this stage, is aimed at rationalizing taxi operations within the Sarah Baartman District and providing a base for the SBDM and the Provincial Regulatory Entity to evaluate applications for route operating licenses. The scope of the OLS includes sedan and minibus taxis and deals with local, long distance and metered taxi operations. The OLS excludes scholar, tourism and charter services.

5.6.3 THE PUBLIC TRANSPORT SYSTEM

Public transport is limited to minibus-taxi operations providing services in and between the various towns in the District, and beyond. The main transport corridors are along the surfaced provincial road network. There is generally an adequate or oversupply of services in all areas. This situation is aggravated due to the lack of demand for services during the off peak services. Scholar transport is a major issue in the Sarah Baartman District, yet limited information is available on public transport supply for scholars. Long distance bus services also provide mobility along the main routes through the District and play a key role in the transport system. There are no public transport modes operating in parallel in the Sarah Baartman District. There are no public transport inspectors active in the District. Although there are two inspectors appointed by the ECDOT and stationed in Port Elizabeth, these inspectors do not have access to vehicles and can therefore not execute their responsibilities outside of Port Elizabeth.

5.6.4 POLICY FRAMEWORK FOR EVALUATION OF ROUTE OPERATING LICENCES

The preparation of a fully compliant and accurate OLS as required in terms of the National Land Transport Act (Act 5 of 2009) is one of the key components of an Integrated Transport Plan. It is also the only tool that Planning Authorities and the Operating License Board have to regulate the public transport industry. The OLS must enable the Planning Authority to make recommendations to the OLB in respect of applications for operating licenses for all types of public transport services (except tourist services and charters). As these recommendations are binding in terms of the Act, the OLS must provide the planning authority with a reliable and accurate basis for its decisions.

(i) Role of Public Transport Modes

The role of the transport modes along specific corridors can only be decided upon in principle, and should then be implemented over a period of time. The role of modes largely depends on the availability of infrastructure and facilities, the distance travelled and the volume of passengers. Sarah Baartman District is small in comparison to urban areas such as Port Elizabeth. Commuter demand during peak periods is restricted to movement between the residential townships and CBD's of towns. Much of the demand for public transport relates to scholar transport and long distance transport between towns.
Within in this context, the roles of public transport modes in the Sarah Baartman district may be summarized as follows:

- Rail transport is limited to main line long-distance passenger services.
- Bus transport is limited to long-distance services
- Mini-bus taxi services are used for local, scholar and long-distance services.

The limited passenger demand within the District, makes mini-bus taxi services the ideal mode of transport for both local and long distance services. The use of vehicles for both commuter and long distance operations makes services more viable in the rural areas. The topography and road condition in the Sarah Baartman District is of such a nature that "bakkie taxis" are not required to service rural areas – all such services can be provided by means of mini-bus taxis.

(ii) Implementation Principles & Conditions

The following implementation principles and conditions have been set for public transport services in the Sarah Baartman District:

a) Hierarchy of Evaluation Procedures

The Operating License Board currently refers all applications, irrespective of service type, to the SBDM for evaluation. This large volume of documentation is deemed to be inappropriate given the limited extent of public transport services in the Sarah Baartman District. The Sarah Baartman OLS is therefore based upon a stratified / layered approach for the evaluation of route operating license applications, varying from a high order level where applications are to be assessed in detail by the SBDM, down to a lower order level, where the SBDM, in consultation with the OLB, agrees on a policy level approach, with the OLB implementing these policies without needing to refer applications to the SBDM for evaluation/ratification.

The hierarchy is as follows:

Information Type	
Detailed Information	Mini-bus taxi type service (local/commuter)
Policy Level Information	Mini-bus taxi type service (inter-town / long distance)
	Metered taxis
	Scholar transport
Services not detailed in the OLS	Charter / organised parties
	Courtesy services
	Staff service
	Tourist transport
	Special events

These services are not dealt with in the OLS and the OLB evaluate these applications in accordance with basic conditions and evaluation criteria as set by the EC DOT and OLB, as governed by the Act.

b) Definition of local / long distance services

The National Land Transport Act defines "*long-distance service"* as *"a scheduled or unscheduled public transport service, other than a service for commuting that is provided beyond the boundary of the area covered by an integrated transport plan"*

The Act also allows ITP's to be prepared at Local Municipality Level – in fact the transport sector plan of the LMA's IDP is effectively an ITP. Although, in practice, the ITP's are prepared for a district level, this does not mean that they cannot be prepared at LMA level. In view of this, it is proposed that a long distance service be considered to be any service (that is not a commuter service) that crosses the boundary of an LMA.

Public transport services in this OLS are therefore defined as follows:

- *Commuter / local routes* within towns, or within the same LMA (this includes, for example routes between Humansdorp and Jeffreys Bay / St Francis, as it occurs within the same LMA)
- *Inter-town routes within the SBDM* (for the purposes of this ITP, this includes routes originating or terminating in the Nelson Mandela Bay Municipality)
- Inter-town routes outside the SBDM

c) Number of routes per vehicle

The OLB currently limits the number of routes per operating license to 5 local/commuter routes per vehicle and 3 long distances routes per vehicle. This only applicable to associations which have registered local and long/distance routes.

d) Route codes and descriptions

The OLAs route number and description will be used as a standard. The route number will be the ECBR number assigned by the OLB.

e) Use of bakkie taxis

The topography and road condition in the Sarah Baartman District is of such a nature that "bakkie taxis" are not required to service rural areas – all such services can be provided by means of mini-bus taxis. No operating licenses will therefore be issued to bakkies, unless the need therefore can be motivated by the applicant and the vehicle is suitably adapted in accordance with the relevant regulations.

(iii) OPERATING LICENCES PLAN

The recommendations contained in this OLS are based upon the information contained in the CPTR prepared in 2008 – no additional information was collected for this review/update. It is, however, highly recommended that the CPTR information should be updated on a regular basis in order to ensure that the current situation is reflected in the OLS and the proposed be defended in a court of law, if required. It should be noted moreover that whenever an application for an operating licence is made for a specific route in the Sarah Baartman District, and the recommendation for the application has to be considered, the necessary surveys should be conducted by the SBDM on all routes for which there is insufficient

information available. These include route utilization, rank utilization and waiting-time surveys. The relevant recommendation could therefore be reviewed if there is clear evidence from the surveys that the operating conditions on that route would justify issuing an operating licence based on the conditions and evaluations made in the OLS.

a) Local / Commuter Services

Surveys that were conducted in 2008 illustrate that there is generally an oversupply of minibus taxis on nearly all local routes. The 2008 mini-bus taxi surveys did not differentiate between different routes (albeit the same origin and destination), the vehicle supply and demand has been totalled per destination and/or town to determine the overall status for supply and demand. Future surveys will need to be more detailed in order to refine this data.

b) Long Distance Services

With the exception of NOLDTA, which only operates long distance services, all associations operate a combination of local commuter routes and inter-town routes. It is recommended that application for long distance routes only be awarded on condition that there is no over supply on local commuter routes at the origin of the route. The SBDM will therefore not support any application for long distance routes only.

c) Metered Taxi Services

No metered taxi services are currently provided in the Sarah Baartman District. Applications for metered taxi services should be evaluated in accordance with the following conditions:

- Services are not to run in parallel with local/commuter mini-bus taxi routes;
- Vehicles are to be fitted with meters and signage as required in accordance with the relevant regulations;
- Services are not to run beyond the boundary of the LMA in which the licence is granted.

d) Scholar Services

The ECDOT is in the process of taking over the administration of scholar transport from the Department of Education. The Sarah Baartman DM will liaise with the ECDOT as to the procedures to be followed once this function has been transferred and the scholar transport policy finalised.

e) Other Applications / Procedures

Application referrals are to be made to the following authorities, as indicated in **table** below:

Table 5.23 Application Referrals

Type of Service	Referrals
Local mini-bus taxi service	SBDM, LMA
Inter-town taxi service with origin and destination within the Sarah Baartman District	SBDM, both affected LMAs
Inter-town taxi service with origin or destination outside the Sarah Baartman District	SBDM, affected LMA within SBDM, any other DM and LMA where loading or off-loading is proposed
Metered taxi service	SBDM, LMA

5.7 AREA BASED PLAN (ABP)

The SBDM during the course of 2008 formulated an Area Based Plan (ABP) in conjunction with a Land Availability Audit (LAA) for the entire Sarah Baartman District. An ABP is essentially a sector plan that addresses land related issues at a municipal level and is intended to form part of the IDP and SDF. A key component of the ABP is to outline core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform decision making at a municipal level.

In essence the ABP is comprised of four pillars, namely:

- **Audit:** Determine what the nature of the problems, issues and challenges are within the District with respect to land reform
- **Assess:** Assess the implication of the land and development information, both in terms of agrarian and human settlement needs and issues. The assessment will identify the impact that land reform has within the municipality, the extent to which it aligns with IDP objectives and determine the gaps that need to be addressed.
- **Strategise**: Develop a vision and strategies as to how the land reform programme in the municipality can:
  - Be guided to achieve the core objectives of the Department of Land Affairs (DLA).
  - Brought into line with the existing IDP and land use frameworks.
  - Help to address issues of equity, good governance, poverty alleviation and economic growth.
- **Address:** Be pro-active through the identification of practical land reform projects and interventions that can be implemented.

Based on information obtained from the audit and assessment pillars of the ABP, objectives and strategies have been formulated so as to aim for the implementation of relevant land reform targets. These are reflected in the following:

i) DM Land Reform Targets

One of the primary objectives of the DLA is to redistribute 30% of white owned agricultural land by 2014 to previously disadvantaged communities for sustainable agricultural development. The table below indicates the total land area per Local Municipality, land area excluded from the 30% target (e.g. National Parks, etc) and the resultant land area remaining in possession of white commercial agriculture.

To date the Sarah Baartman region has achieved redistribution amounting to 6.31% of the 30% target. This leaves an estimated 1333390 ha to be redistributed in the next six years, a highly improbable target.

Table 5.25: Land reform targets

Local Municipality	Land Area	Total Exclusions	Remaining Land Available (White Owned)	30% Target	Land Redistribution 1994- 2008	Remaining Target	% Achieved
Camdeboo	722993	206314	516678	155003	7605	147398	5.16%
Blue Crane Route	983557	176285	807271	242181	16274	225906	7.20%
Ikwezi	445313	73162	372151	111645	4310	107335	4.02%
Makana	437561	159089	278472	83541	13113	70428	18.62%
Ndlambe	184064	32362	151702	45510	4083	41427	9.86%
Sundays River Valley	350790	106207	244583	73375	16228	57146	28.40%
Baviaans	772706	120368	652338	195701	4990	190711	2.62%
Kouga	241941	51577	190363	57109	7890	49218	16.03%
Kou-Kamma	357371	56650	300720	90216	9609	80607	11.92%
District Managed Area	1328029	117324	1210704	363211	0	363211	0.00%
Totals	***5824329.81***	***1099341.92***	***4724987.89***	***1417496.37***	***84105.56***	***1333390.81***	***6.31%***

The key focus areas are as follows:

	Key Focus Areas	Economic Advantage
1	Humansdorp, Hankey and Patensie	Production for dairy, citrus and vegetable farming
2	Kirkwood, Addo and Lower Sundays River Valley	Citrus producing area and closely situated to a major port for Export
3	Grahamstown, Alexandria and Port Alfred	Well known for farming; Dairy, Cattle and Pineapples
4	Somerset-East and Cookhouse	Production of Wheat, Maize and Lucerne under irrigation Sheep and Goats farming
5	Graaff-Reinet and Jansenville	extensive animal husbandry

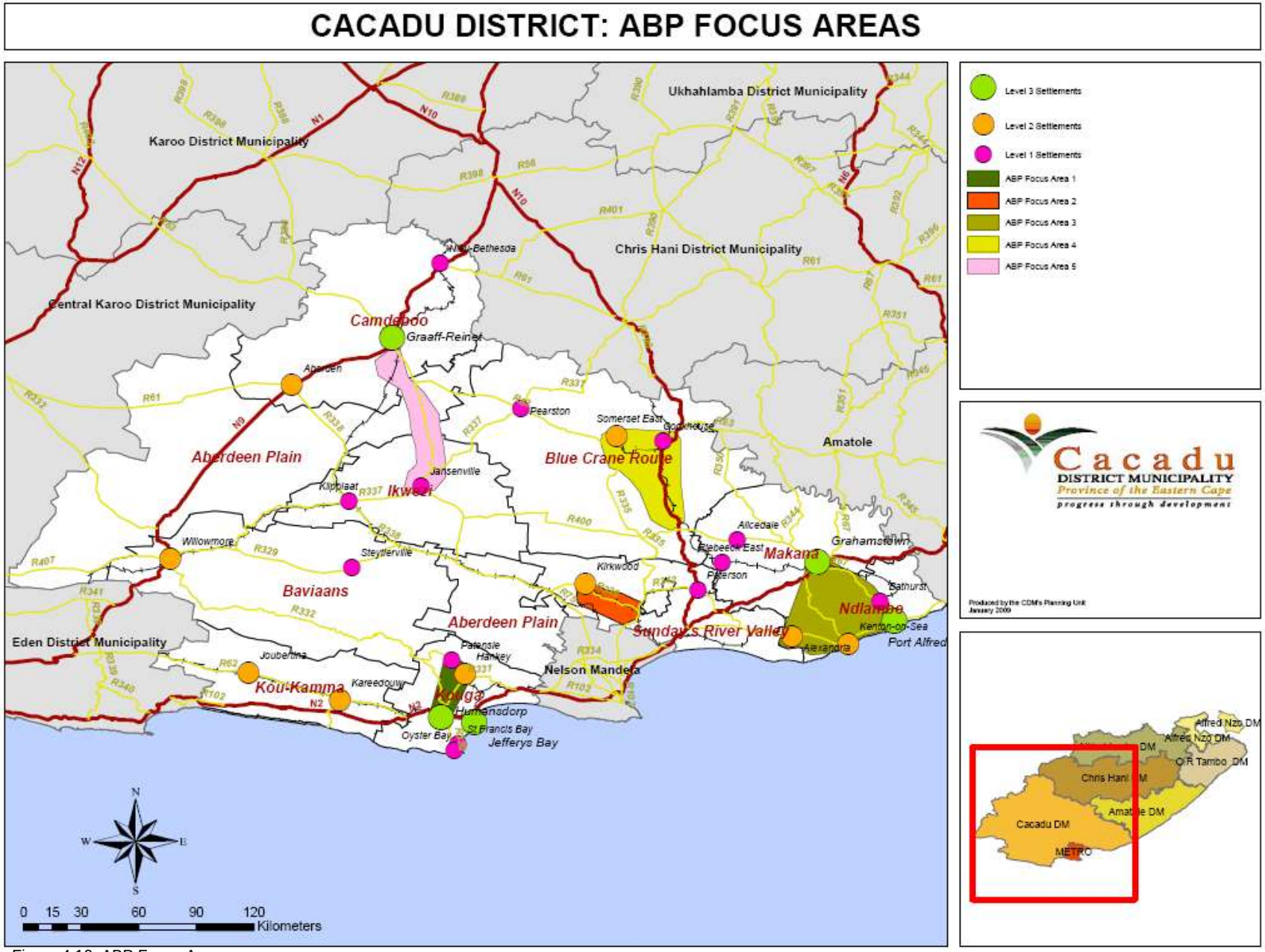


Figure 4.10: ABP Focus Areas

ii) Land Availability

Within the District, Local Municipalities are faced with enormous challenges, one of which is the identification of appropriate land in order to facilitate decisions on the optimal arrangement of settlements in space, based on concepts of sustainable development, .

In order to start to effectively implement the policy directives of the settlement hierarchy policy, the housing and settlement guidelines and the rural development guidelines, the SBDM undertook a Land Availability Audit (LAA) within the District in conjunction with the ABP process. The premise behind the LAA was to view potential land for development not from non-sustainable confined criteria (e.g. only state owned land), but from a perspective where land is firstly identified according to its strategic importance in ensuring sustainable development regardless of land ownership status (i.e. private, state, etc).

Table 5.27 Land demand

LM	TOWN / SETTLEMENT	SETTLEMENT LEVEL (REVISED)	HOUSING DEMAND (SHORT / MEDIUM TERM- SDF / IDP)	LAND IDENTIFIED BY SDF (ha)	UNITS AT OPTIMAL DENSITY	OVER / UNDER PROVISION
Makana	Riebeeck East	Level 1	450	9.93	298	-152
	Alicedale	Level 1	450	37.07	1112	662
	Grahamstown	Level 3	12000	792.34	23770	11770
	Total		**12900**	**839.34**	**25180**	**12280**
Kouga	Jeffrey's Bay	Level 3	3390	136.75	4103	713
	Humansdorp	Level 3	3720	526.11	15783	12063
	Hankey	Level 2	1840	105.39	3162	1322
	Patensie	Level 1	740	37.02	463	-277
	Loerie	Level 1	410	26.21	786	376
	Thornhill	Level 1	500	39.98	1199	699
	Oyster Bay	Level 1				
	St Francis	Level 1	840	86.95	2609	1769
	Total		**11440**	**958.41**	**28105**	**16665**
Kou Kamma	Clarkson / Mfengu	Level 1	200	79.59	2388	2188
	Coldstream	Level 1	31	44.06	1322	1291
	Krakeelrivier	Level 1	200	14.16	425	225
	Louterwater	Level 1	77	13.18	395	318
	Misgund	Level 1	61	33.53	1006	945
	Sanddrift / Thornham	Level 1	200	51.61	1548	1348
	Storms River	Level 1	83	11.3	339	256
	Woodlands	Level 1	237	64.03	1921	1684
	Eersterivier	Level 1	149	7.18	215	66
	Joubertina	Level 2	245	54.57	1637	1392
	Kareedouw	Level 2	220	168.22	5047	4827
	Total		**1703**	**541.43**	**16243**	**14540**
Baviaans	Steytlerville	Level 1	380	1134.83	32488	32108
	Willowmore	Level 2	380	92.55	1460	1080
	Total		**760**	**1227.38**	**33948**	**33188**
Ikwezi	Jansenville	Level 1	1000	222.58	6677	5677
	Waterford	Level 1	150	0	0	-150
	Klipplaat	Level 1	425	16.9	507	82
	Total		**1575**	**239.48**	**7184**	**5609**
Camdeboo	Graaff-Reinet	Level 3	975	478.2	14346	13371
	Aberdeen	Level 2	400	65.48	1964	1564
	Nieu-Bethesda	Level 1	400	13.71	411	11
	Total		**1775**	**557.39**	**16722**	**14947**

LM	TOWN / SETTLEMENT	SETTLEMENT LEVEL (REVISED)	HOUSING DEMAND (SHORT / MEDIUM TERM- SDF / IDP)	LAND IDENTIFIED BY SDF (ha)	UNITS AT OPTIMAL DENSITY	OVER / UNDER PROVISION
Sunday's River Valley	Kirkwood	Level 2	1480	73.43	2203	723
	Addo	Level 1	1710	161.11	4787	3077
	Paterson	Level 1	900	81.58	2447	1547
	Total		**4090**	**316.12**	**9438**	**5348**
Ndlambe	Port Alfred	Level 3	4431	329.26	13402	8971
	Alexandria	Level 2	830	273.77	10985	10155
	Bathurst	Level 1	472	57.69	2389	1917
	Kenton on Sea	Level 2	1606	165.62	6695	5089
	Boknes / Canon Rocks	Level 1		3.99	160	160
	Total		**7339**	**830.33**	**33630**	**26291**
Blue Crane Route	Somerset East	Level 2	1800	36.41	1092	-708
	Pearston	Level 1	650	4.65	410	-510
	Cookhouse	Level 1	203	63.55	1907	1704
	Total		**2653**	**104.61**	**3138**	**485**
TOTALS			**44235**	**5614.49**	**173589**	**129354**

Based on the revised settlement hierarchy, and within the assumption that the relevant gross densities for sustainable land management are used, the following key observations are made:

- Housing demand and land identified are based on subsidised housing, and exclude private development initiatives.
- Calculations for land demand are based on subsidised housing in the various LMs and urban areas. Optimal density is based on approximately 30 units per ha (this varies within the LM's based on SDF proposals), with a net residential opportunity size of 250m2, allowing for 25% of land for non-residential purposes.
- Level 3 settlements, based on identified land for future expansion, can accommodate approximately 71 000 subsidised housing units. This represents a wide range of housing topologies as per SDF proposals.
- Adequate land as been identified in Level 2 settlements to accommodate approximately 34 000 subsidised houses.
- Approximately 160% of the existing housing demand (44 000) can be accommodated in Level 3 settlements alone. Noting that land identified in Level 3 settlements at an optimum density of 30 units per ha can accommodate 71 000 subsidised housing units.
- Based on the settlement hierarchy and the proposals that investments should take place in areas of highest return and opportunity, it is noted that from a broad settlement perspective, the investment relating to housing delivery and services should be prioritised in Level 3 and 2 settlements. Land identified and available through SDF planning initiatives in these areas are adequate to address the medium to long term housing requirements within the District.
- Areas where land identification results in an under-supply to accommodate future housing needs, with specific reference to Level 2 settlements, should be re-assessed and revised as part of the SDF review processes.
- Investment and land acquisition, in the case of privately owned land, in Level 3 settlements should be prioritised to maximize existing resources in these settlements and promote the future settlement in these locations.

- The second priority for settlement allocation and resource distribution should be in the Level 2 settlements and investment in Level 1 settlements should be based on the provision of basic services as per the Constitution, only.
- Ultimate and sustainable residential densities and housing topologies are supported on a National basis through various Government policies and legislative requirements. The principle of densification, prevention of urban sprawl and settlement of areas of optimum return should be promoted on Provincial, District and Local Level.
- The provision of housing in these prioritised areas (Level 3 and Level 2 settlements) should be done holistically within the parameters of sustainable development, including a wide range of housing topologies, social services, infrastructure provision and commercial and job creation facilities.

5.8 COMPREHENSIVE INFRASTRUCTURE PLANS

Comprehensive Infrastructure Plans (CIPs), as initiated by DPLG, are in the process of being developed for each Local Municipality within the Sarah Baartman District. The overriding purpose of CIPs is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. To date, phase one of the CIP development has been completed. The outcomes of phase one, i.e. draft monetary requirements to address infrastructural backlogs, per Local Municipality are reflected in the tables overleaf

BROAD INFRASTRUCTURAL FUNDING REQUIREMENTS

0 Intervention	1 Makana	2 Ikwezi	3 Blue Crane	4 Kouga	5 Camdeboo	6 Sundays River Valley	7 Kou Kamma	8 Baviaans	9 Ndlambe
Housing	**R 368,900,000**	**R 39,060,000**	**R 52,400,245**	**R 598,052,000**	**R 684,991,800**	**R 286,136,200**	**R 302,605,818**	**R 37,900,000**	**R 595,100,800**
Water Backlogs	R 2,454,000	R 19,140,000	R 3,829,999	R 26,836,000	R 569,691	R 19,180,000	R 8,630,000	R 300,000	R 10,241,257
Water Refurbishment	R 15,000,000	R -	R 60,000,000	R 22,900,800	R 20,000,000	R 8,540,000	R 9,004,600	R 7,500,000	R 35,445,000
Water Bulk	R 25,888,205	R 17,390,000	R 3,770,000	R 25,040,000	R 9,000,000	R 23,500,000	R 19,996,107	R 69,031,408	R 509,458,662
Water Treatment Works	R 26,000,000	R 7,000,000	R 25,000,000	R 13,934,000	R 8,500,000	R 24,500,000	R 53,876,650	R 22,931,408	R 23,150,000
	R 69,342,205	**R 43,530,000**	**R 92,599,999**	**R 88,710,800**	**R 38,069,691**	**R 75,720,000**	**R 91,507,357**	**R 99,762,816**	**R 578,294,919**
Sanitation Backlogs	R 70,955,732	R 31,880,000	R 15,137,000	R 37,718,385	R 9,500,000	R 52,290,000	R 29,388,250	R 30,740,000	R 66,742,000
Sanitation Refurbishment	R 31,500,000	R -	R 34,000,000	R 50,750,000	R 13,000,000	R 6,500,000	R 13,428,000	R 6,000,000	R 40,105,000
Sanitation Bulk	R 15,000,000	R -	R 14,700,000	R 39,665,000	R 5,000,000	R -	R 8,454,502	R 20,200,000	R 105,860,000
Sanitation Treatment Works	R 41,000,000	R -	R 27,000,000	R 56,593,000	R 19,500,000	R 17,000,000	R 27,554,500	R 20,200,000	R 22,200,000
	R 158,455,732	**R 31,880,000**	**R 90,837,000**	**R 184,726,385**	**R 47,000,000**	**R 75,790,000**	**R 78,825,252**	**R 77,140,000**	**R 234,907,000**
Roads: new	R 161,200,000	R 27,290,000	R 173,000,000	R 156,217,000	R 142,000,000	R 388,000,000	R 251,661,950	R 122,500,000	R 110,749,600
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 161,200,000	**R 27,290,000**	**R 173,000,000**	**R 156,217,000**	**R 142,000,000**	**R 388,000,000**	**R 251,661,950**	**R 122,500,000**	**R 110,749,600**
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R -	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
	R 757,897,937	**R 141,760,000**	**R 408,837,244**	**R 1,027,706,185**	**R 912,061,491**	**R 825,646,200**	**R 724,600,377**	**R 337,302,816**	**R 1,519,052,319**

i) BROAD INFRASTRUCTURAL FUNDING REQUIREMENTS

Based on the information as provided above, the broad financial needs **'loosely'** required to address existing developmental issues within the District, is R 6,654,864,569.

5.9 SOCIO-ECONOMIC AND ENTERPRISE DEVELOPMENT STRATEGY (SEEDS)

The process of developing the district's Economic Growth and Development Strategy was first initiated in 2005 and the strategy subsequently was adopted by the District's Council in 2006. It was recommended that the strategy be reviewed annually, concurrently with the annual review of the Integrated Development Plan.

The review of the Economic Growth and Development Strategy has been concluded. The revised strategy guides the District in its development facilitation trajectory for at least the following five years. The revision of the strategy is a result of three years of extensive stakeholder consultation and collaboration on both a programmatic and project level, primarily facilitated through the Rural Economic Development Initiative (see subsequent sub section for information related to the Rural Economic Development Initiative).

The Economic Growth and Development Strategy has been renamed the Socio-Economic and Enterprise Development Strategy (SEEDS), the acronym for which metaphorically describes the district's core mandate in initiating the facilitation of economic development and subsequently growing the regional economy.

The SBDM approach is structured around seven core objectives based both on a review of international trends in rural regeneration strategies as well as a reflection on the experience of SBDM and other institutions in promoting development in the region.

Objective	Strategy
Increasing agricultural income	• Growing national and international markets for agricultural output • Facilitating investments in local and regional agro-processing plant to increase product demand and improve prices • Investing in research and knowledge sharing to improve the quality and resilience of crops and livestock. • Supporting local and regional food systems that keep wealth in rural communities
Investing in natural capital	• Promoting and incentivising natural resource restoration and conservation including alien vegetation clearing, developing eco-systems markets that reward land restoration through carbon credit mechanism and so on. • Creating new generation green jobs and local income streams rooted in renewable energy. • Growing the rural tourism economy based on natural capital through agri-, adventure- and eco-tourism initiatives.
Broadening economic participation	• Promoting BBBEE, SMME and cooperative development. • Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities. • Improving grant accessibility. • Establishing community-based beneficiation projects. • Facilitating community and worker participation in share ownership.

Objective	Strategy
	• Promoting social development investments
Developing the skills base	• Improving the quality and quantity of school education and early childhood development (ECD) through partnerships. • Creating further education opportunities linked to work opportunities in the region. • Developing skills transfer partnerships between established and emerging farmers and between established and emerging businesses.
Improving connectivity and utility infrastructure	• Developing rural broadband and mobile phone connectivity is a key rural development strategy globally. • Improving rural transport infrastructure particularly roads. • Identifying and delivering catalytic infrastructure that opens up new economic opportunities.
Regenerating core towns	• Urban regeneration projects focused on upgrading town CBDs and historic districts. • Ensuring quality education and health services in core towns in order to retain talent and skills in the area. • Promote tourism and niche services and manufacturing based on identifying competitive advantages and niche opportunities • Ensuring that municipal infrastructure is maintained and upgraded on a financially sustainable basis in order to support growth and development • Service delivery improvement partnerships to ensure that essential administrative and regulatory functions are undertaken by the LM.
Building local and regional networks	• Strengthening government to government connections at a regional, provincial and national level. • Building partnerships to improve economic competiveness and resilience. • Creating a positive image of the region amongst public and private investors and building relationships with them.

5.10 SBDM TOURISM MASTER PLAN

The Sarah Baartman District Municipality's Tourism Master Plan was adopted by the Sarah Baartman District Municipality Council on 25 November 2009.

The objective of the Tourism Master Plan is to provide guidelines and make recommendations to the Sarah Baartman District Municipality on how to develop a functioning tourism system through the application of a defined strategy and specific actions.

The District Tourism Master Plan (TMP) has been developed through the consolidation of the current Responsible Tourism Sector Plans of Local Municipalities in the Sarah Baartman District and is comprised of two components as outlined below:

i) **The Tourism Development Strategy:**

Sarah Baartman's Tourism Development Strategy is aimed at achieving the Tourism Vision ("*Sarah Baartman, a world of wonders waiting to be discovered'*) of the tourism sector, and driving development through the elements of the Mission ("*To create an enabling environment which encourages partnerships for the development and promotion of the tourism industry through cooperation and coordination at all levels"*). To achieve this, the Sarah Baartman District must:

Objectives	Strategies
- Main and grow its existing markets; - Attract new markets; - Become a primary tourism destination; - Nurture a tourism industry which is growing in line with the defined benchmarks, and so is providing employment and prosperity for all the local stakeholders and a satisfying experience for visitors.	- Identify strategic priority programs and projects; - Identify the organization / department responsible for implementation of the priority programs and projects; - Identify the budget required for implementation of the priority programs and projects; - Identify implementation timeframes for the prioritization of priority programs and projects.

5.11 SARAH BAARTMAN DISTRICT SMME STRATEGY

The majority of people in Sarah Baartman live in the rural areas and most depend on agriculture and other rural economic activities. Most communities produce on a subsistence level and have limited access to financial markets that cannot effectively supply the financial resources and other products needed by the emerging SMME sector.

SMMEs are the engine for growth in Sarah Baartman. To contribute to economic development in the district, there's great need to support SMMEs, a better enabling environment needs to be created and an engagement with financial institutions to develop 'SMME-friendly lending'.

In spite of the significant contributions that they make towards GDP, employment and rural livelihoods, SMMEs continue to face a plethora of challenges that inhibit their growth and development beyond mere survivalist modes of activity.

A multi-pronged approach is needed, dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.

SMME Vision for Sarah Baartman District Municipality

Consistent with the district IDP and all other strategic policy documents, and drawing on the research undertaken, it is reasonable to assume an SMME vision for Sarah Baartman to be:

"to promote the creation of vibrant and sustainable SMMEs that contribute towards increased wealth generation, inequality reduction, employment creation and poverty alleviation."
The institutional strategic objectives incorporate SMME objectives and strategies. the strategic objectives set out a performance measure for this SMME Strategy and are congruent with those set-out in the Provincial Growth and Development Plan of the Eastern Cape, which seeks to increase the number of start-ups and boost the growth prospects of existing enterprises in the district.

i) **The role of the Sarah Baartman District Municipality:**

The primary role of the Sarah Baartman District Municipality in SMME development is to coordinate, facilitate and stimulate the sustainable development of Small, Medium and Micro enterprises within its jurisdiction through the following mechanisms:

- Strategy and policy development
- Programme development and co-ordination
- Strategic liaison and networking

ii) **Levels of Institutional Responsibilities:**

The planning, execution and monitoring of SMME development in the SBDM area consists of the following three most critical levels of institutional responsibilities:

1. *Strategy and policy development:*
   This responsibility, which includes the planning of short, medium, and long-term strategies and policies to guide and direct SMME development within the area, is considered the first and high-end level of institutional responsibilities in the Sarah Baartman District Municipality. The most fundamental purpose is to create an appropriate and conducive business and economic environment to harness the full job creation and poverty alleviation opportunity within the area.

2. *Strategy and programme execution:*
   This involves the implementation of all or some aspects of the SMME Strategy of the SBDM. This level of responsibility will include packaging the strategy into manageable programmes and projects as well as the provision of ongoing support services to strategy beneficiaries.

3. *Programme monitoring:*
   This level is considered the most critical in the planning and execution of the SMME strategy of the SBDM as it ensures that stakeholders participate effectively in the monitoring of the implementation processes. Involved as well is the constant evaluation of the impact and performance of the execution process against original plans and strategic directions decided jointly with stakeholders.

iii) **Agricultural Mentorship Programme**

This situation puts a lot of pressure to redistribute more land but even under the present pace of redistribution, a comprehensive support to the new land owners is lagging behind. Although emerging farmers often have basic agricultural skills or have received some agricultural training, most are lacking the capacities needed to manage a farm as a business, resulting in the deterioration of the assets (infrastructure, land, stock etc.) and thus threatening food security. Therefore, agricultural mentorship that goes beyond mere training and extends over several years is urgently needed. Meanwhile training is a short term instrument to fill certain knowledge or skills gaps; mentorship aims to ensure that the acquired knowledge is applied correctly and in a flexible manner adapting it to the local conditions.

In order to develop and implement an agricultural mentorship strategy, GIZ and the Sarah Baartman District Municipality entered in an agreement in March 2009. During the last two and a half years of the cooperation, important progress towards the overall goal has been achieved. An agricultural mentorship strategy has been developed and approved by the Council. Currently, the strategy is being piloted in five projects, in different Local Municipalities and in different commodities. The evaluations of the first twelve months in two of the pilot projects indicate the viability of the strategy and the success of the mentorship.

The District wide roll-out of the programme in cooperation with the local agricultural commodity groups, the Local Municipalities and the Department of Rural Development and Agrarian Reform as main partners has started in April 2011.

5.12 LOCAL ECONOMIC DEVELOPMENT INITIATIVE

Sarah Baartman has entered into an agreement with the Development Bank of South Africa Development Fund to be a pilot on a Local Economic Development Initiative (LEDI). The LEDI funds large capital catalytic economic infrastructure projects, as well as developing and implementing regional economic turnaround strategies.

The LEDI seeks to find a way:

- To ensure that the economies of our urban areas act as spaces of inclusion not exclusion, of economic integration and not growing marginalization and inequity
- Of spreading opportunity through maximizing the economic potential of areas outside the dominant cores, through fostering local space economies that drive shared growth
- To take advantage of high-impact, quick-win investment opportunities that could have a catalytic ripple effect on economic growth

LEDI projects include:

a) Fibre Innovation Hub Rapid Assessment & Strategic Plan
b) Natural Fibre Cluster Interim Support
c) Natural Fibre Cluster Championship
d) Development of an Agri-tourism Route in Sundays River Valley Municipality
e) Investigation into and identification of niche agro-processing opportunities
f) Camdeboo Satellite Aquaculture Project
g) Implementation Study on the Generation of Hydro-electricity on micro/mini sites located within Blue Crane Route Municipality
h) Renewable Energy Rapid Assessment & Audit
i) Regional Renewable Energy Coordinating Forum
j) Land Use and Locational Policy for Renewable Energy
k) Revision of Economic Growth and Development Strategy
l) Preparation and Implementation of a Regional Economic Model
m) Strategic Infrastructure Investment Assessment for Kouga Municipality

Institutional Support projects to LMs

Municipality	Projects
Camdeboo Municipality	*Graaff-Reinet Urban Design Plan*
	Township Tourism Feasibility Study
	Skills Development
Makana Municipality	*LED Thematic Work Group*
	National Arts Festival Partnership
	Private Schools Partnership
	Indigenous Nursery & Environmental Restoration Project
	Municipal Services Finance Model for Blue Crane Route Municipality
Blue Crane Municipality	*Wind Research and Training Facility*

5.13 CACADU DEVELOPMENT AGENCY

5.13.1 Principles

Through the Regional Economic Development Initiative, principles in promoting economic growth and development in the district are emerging. These principles, based on best practice, and should be integrated into the modus operandi of the district development agency.

- Regional collaboration based on a non-jurisdictional perspective, recognising that economic potential often cuts across municipal and even provincial boundaries
- The promotion of partnerships between government, the private sectors, higher education and research institutions and civil society
- Linking growth sectors, for example the combination of tourism and agriculture industries in an agri-tourism initiative
- Linking formal and informal business communities
- Innovation and new growth sectors
- Small town regeneration, most notably in rural areas
- Importance of data generation, analysis and research to provide accurate base data on which to identify competitive and comparative advantages
- Reduction of red tape processes that often hinder economic development
- Alignment and coordination between sectors and across the spheres of government are essential for economic development interventions to be integrated
- The importance of flexibility in municipal boundaries in the facilitation of regional economic development and the ability to choose the most appropriate functional region for specific interventions should be noted.

The following three areas show the potential for economic growth and employment creation in the Sarah Baartman District Municipality area:

1. Agriculture and agro processing
2. Tourism infrastructure development
3. Small town regeneration
4. Renewable energy

5.13.2 Development Objectives

The development objectives of the Agency are derived from the SBDM IDP, which has prioritised five development priorities (objectives) towards securing the overarching strategic goals, the Vision and the Mission adopted from the SBDM IDP. The IDP priorities are aligned with the National policy directives of the MTSF and the NSDP and the Municipal Socio-Economic and Enterprise Development Strategy (SEEDS).

The five prioritised development objectives and the rationale for their selection are outlined below:

No.	Objectives	Strategies
1	Infrastructure Development	Physical and development planning
		Coordinate the provision of regional bulk water and transportation services
		Assist the SBDM in the process of identifying potential shared services

No.	Objectives	Strategies
2	Capacity Building and Support to Local Municipalities	Ensure that appropriate planning and development facilities are established
		Ensure that appropriate information technology facilities and skills are available
		Develop appropriate systems for local and district community participation
3	Economic Development	The identification, appropriate packaging and promotion of investment opportunities
		Support for SMME and Cooperatives development
		Design of rural development economic initiatives including agricultural mentorship programmes
		Promoting the establishment of alternative energy generation (wind, hydro, solar, bio-fuel)
		Promoting and strengthening regional and local economic linkages, partnerships and networks
4	Community Services	Ensuring that Local Municipalities have access to appropriate ICT infrastructure and capacity
5	Institutional Development	The planning and implementation of skills development programmes together with appropriate monitoring and evaluation systems
		Ensuring that appropriate professional development is adopted in terms of economic aspects of the IDPs at the district and local municipal levels

5.14 PARTNERSHIPS

Sarah Baartman District Municipality endeavours to improve the lives of its people, this requires the municipality to build relations with other institutions, neighbouring municipalities and other countries. The SBDM, currently, has four (4) signed partnership agreements with Cape Winelands DM, Nelson Mandela Metro and two with the People's Republic of China.

PARTNER	INSTITUTIONAL TYPE	PURPOSE
Cape Winelands District Municipality	District Municipality	• The exchange of experience and knowledge on the different aspects of local government administration • the development of co-operation on the levels of economic development and tourism. • the exchange of experience and knowledge on the development, implementation and maintenance of an effective performance management system
Nelson Mandela Metropolitan Municipality	Metropolitan Municipality	• The exchange of experience and knowledge on the different aspects of local government administration; • The development of co-operation on the levels of economic development and tourism. This will focus on encouraging co-operation between the business communities, especially medium and small-size business, of both local government entities; • The promotion and support of mutually beneficial infrastructural development; and • Any other matter of strategic importance, which affects the interests of both municipalities.

Jincheng City, Shanxi , the People's Republic of China	International Municipality	• In order to grow the Sino-African friendship further, to enhance the understanding between Jincheng and Sarah Baartman and to promote inter-municipal co-operation in various fields, both parties agree to take positive measures to speed up the process of entering into a twin city relationship. • Actively Promote agriculture and tourism between both municipal areas and co-operation among the enterprises as well.
Shanxi Provincial Health Department of the People's Republic of China	International Provincial Department	• Friendly Cooperation in Medical and Health Scope • Enhance the friendly relations between Shanxi Province and Sarah Baartman District municipality. • Establishment of the strategic frameworks on medical and health management, medical science and technology, medical education and training, construction of hospital culture, etc. • Share valuable experiences in medical and health care, advances in medical science, hospital cultural innovation, etc.

5.15 ENERGY AND CLIMATE CHANGE STRATEGY

5.15.1 Renewable Energy

Renewable energy is poised to be one of the major areas of investment both within the country and internationally in the years ahead. The renewable energy sector is an area of great emerging opportunity for the Eastern Cape. It is a very dynamic sector currently, as the implications of extensive government commitment to renewable energy become apparent. New developments nationally are taking place very frequently and there are also many significant projects happening in the region. The anticipated massive growth in this sector provides major opportunities for growth in job creation in the province because of the potential of the area to host major renewable energy generation infrastructure as well as the potential to be a major manufacturer of such infrastructure leveraging off the automotive sector.

This announcement is significant for the Eastern Cape as five of the eight successful wind farm developments are to be developed in the Eastern Cape. This translates into 70% of the total power to be generated from successful wind farms announced as successful bidders in the first window (i.e. 443.46MW) will be generated within the Eastern Cape.

In addition to the significance for the Eastern Cape, the announcement of successful wind farm developments is particularly significant for Sarah Baartman District Municipality, as three of the eight approved wind farm developments are to be developed in the district, with an additional wind farm to be developed in Nelson Mandela Bay Municipality. The two largest energy generating wind farms, i.e. Cookhouse Wind Farm (135MW) and Jeffreys Bay (133.86MW) and are to be developed in the district. This will result in significant employment (most notably temporary construction work) and related economic spinoffs for the district.

5.15.2 Climate Change

Initiatives and programmes reflected in District plans and programmes need to take into consideration risks and impacts and limitations imposed by climate change, such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

Development planning should take in account at least the following:

- Infrastructure development needs to take into account the impact of changing variables such as higher return periods for flooding and droughts, more extreme weather events, and sea level rise. Infrastructure development should pay close attention to geographic areas at highest risk such as flood–prone areas and areas close to sea-level.
- Development plans and programmes need to take into consideration the growing need for climate change mitigation and clean energy projects as development direction and economic opportunity. Such a development direction is underscored by the growing green economy.
- Development plans and programmes need to consider co-funding opportunities through mechanisms such as trading of Carbon Credits and Climate Change Adaptation Funds.
- It should be emphasised that the successful outcomes of development plans and programmes, particularly in regard to poverty alleviation and food security, will increase the resilience of vulnerable communities to climate change.

The effects of climate change such as temperature increases and sea-level rise may have significant knock on effects which combine to threaten the environmental, economic and social systems of the district.

A climate change risk assessment matrix was developed as part of the Eastern Cape Climate Change Response Strategy (ECCCRS) developed by the provincial Department of Economic Development, Environmental Affairs and Tourism (March 2011).

The risk assessment matrix aims to facilitate a step-wise approach to understanding which climate change impacts may affect the province, how serious these impacts are likely to be, and which provincial plans, agencies and departmental and municipal mandates are directly affected.

Climate change risks assessed as being of extreme significance are given in the table below.

Table 5. 29 Climate change risk assessment

Climate Change Manifestation	2nd Order Impact	3rd Order Impact	Systems / sectors / Infrastructure
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme, coupled with berg-wind conditions	Risk of major loss of livestock, grazing, crops and infrastructure; threats to financial sustainability of existing commercial and subsistence farming operation and rural livelihoods; reduced food security.	Agriculture Sector
Increased storm	Increased inundation and loss of coastal land, wetlands and	Increased damage to/loss of coastal property and infrastructure and	Coastal and Marine

Climate Change Manifestation	2nd Order Impact	3rd Order Impact	Systems / sectors / Infrastructure
severity/ Extreme weather events.	Estuaries	increased insurance premiums	Systems
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme, coupled with berg-wind conditions	Risk of major and widespread loss of standing stocks and threats to financial sustainability of existing Operations	Forestry sector
More hot days and heat waves	Increased morbidity and mortality among elderly and infirm (e.g. HIV/AIDS patients)	Increased strain on health services	Social & Economic Systems
Higher mean temperatures	Coupled with increased rainfall, spread in range of diseases and vectors, including cholera, malaria and bilharzia.	General increase in occurrence of disease; exacerbation of effects on people with HIV/AIDS, the elderly and the poor.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Increased storm surges coupled with sea level rise and flooding from both climate change causes and catchment hardening.	Direct threat to livelihoods, services and infrastructure in coastal low lying areas.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Coupled with more intense rain, catchment hardening due to urban development, and reduced integrity of water catchments: increased risk of flooding or flash floods	Direct threat to infrastructure within flood-prone areas; Direct threat to human life.	Social & Economic Systems
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme	Increased fire frequency increases direct threat to human life; threats to livelihood and infrastructure.	Social & Economic Systems
More hot days and heat waves	Increased morbidity and mortality among elderly and infirm (e.g. HIV/AIDS patients)	Direct threat to livelihoods and social services	Social & Economic Systems
Higher mean temperatures	Increased evaporation, reduced soil moisture, reduced runoff and river base flow.	Compounded by reduced MAP, systemic water shortages will limit economic growth potential to the south-west.	Social & Economic Systems
Sea level rise	Coupled with storm surges and flood events exacerbated by catchment hardening, inundation and wave damage to coastal low lying areas.	Direct threat to livelihoods, services and infrastructure in coastal low lying areas.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Crop damage from hail and wind and heavy rain	Increased risk of crop failure; threats to commercial and subsistence agriculture, rural livelihoods and food security.	Social & Economic Systems
Longer dry spells and increased likelihood/ severity	Increased risk/frequency of dry land crop-failure; Increased mortality and reduced productivity among livestock.	Threats to commercial and subsistence agriculture, rural livelihoods and food security.	Social & Economic Systems

Climate Change Manifestation	2nd Order Impact	3rd Order Impact	Systems / sectors / Infrastructure
of droughts			
More hot days and heat waves	Heat waves coupled with dry conditions may increase the risk of uncontrollable shack fires in informal settlements	Threat to human life. Threats to urban livelihoods and increased strain on urban disaster management systems.	Social & Economic Systems
Increased storm severity/ Extreme weather events	Increased frequency of storm Surges	Reduced safety of personnel and increased frequency of injury or loss of life	Transport infrastructure

The ECCCRS further recommends the following adaptation and mitigation measures in response to climate change:

Table 5.30 Mitigation measures

Adaption Category	Adaption Objective
Coastal Infrastructure and Livelihoods	• Increased resilience of coastal infrastructure and resources to the effects of sea-level rise, storm-surges, flooding and increased sea temperature (fisheries). • Improved response to the impacts of extreme coastal events.
Water Scarcity	• Mainstreaming climate change induced water scarcity in institutional decision-making and planning in water stressed areas in the District. • Effective water resources management and efficient water use throughout the District.
Flood management	• Flood prevention • Reducing vulnerability to flooding events; • Improved response to the impacts of flooding events
Responses to increased risk of wildfires	• Improved wildfire prevention and suppression
Managing the effects of increased temperature on human lives	• Societal adaptation to human health impacts from temperature increases associated with climate change.
Food security	• Incorporating Climate Change acclimatization and resilience in provincial food security programmes.

Mitigation Category	Mitigation Objective
Mainstreaming GHG (Greenhouse Gas) Mitigation in Local Government and in Industry	• Mainstreaming GHG Mitigation in decision-making at all levels of government • Promoting GHG Mitigation in Local Government Operations • Promoting Greenhouse Gas Reporting in Industry
Promotion of Renewable Energy in the District	• Create an enabling environment for investment in implementation and use of clean energy in the District

Mitigation Category	Mitigation Objective
Mitigation and opportunities for sustainable livelihoods	• Facilitate integrated lead projects that promote sustainable livelihoods and local economic development while achieving (tradable) emission reductions
Mitigation in Solid Waste and Wastewater Treatment	• Reduction in organic waste to landfill, renewable energy from waste, and methane use or destruction
GHG mitigation in transport	• Facilitate shift to low greenhouse gas modes of transport and transport systems.

5.16 SARAH BAARTMAN DISASTER RISK MANAGEMENT PLAN

5.16.1 **Disaster Management**

The Disaster Risk Management Assessment for the Sarah Baartman District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying communities and infrastructure at risk and further prioritize disaster risks for the Sarah Baartman District Municipality. From this assessment a Disaster Management Plan was developed, this plan will be reviewed in 2014/15 due to changes in risk in further assessments done.

Following the assessment exercise, the disaster risks identified to be high priority for the district were

- Fires
- Storm
- Hazardous Materials Accidents

Although the risk calculation undertaken indicated the above disaster risks for the District Municipality, Consideration was also given to those disaster risks that will affect Local Municipalities only. Based on those contingency plans were developed for those disaster risks, where after Disaster Plans were developed.

a) Fires

In respect of the fire hazard, the Sarah Baartman District Municipality, undertook a separate functionality assessment to have the best mechanism to deal with prevention, mitigation of, and response to fires. It is on the basis of this assessment that a strategy was undertaken. This is dealt with more under the Fire Services section.

b) Storm

The district Municipality has developed contingency plans for all Municipalities who have this hazard identified as a disaster risk.

c) Hazardous Material Accidents

Due to the fact that, this disaster risk is directly linked to Fire Services, it is also dealt with more under Fire Services.

The SBDM has a Disaster Management Centre that has an uninterrupted power supply situated at the Sarah Baartman District offices. This centre is linked to other emergency centres and has a fully functional communication system for use in cases of disaster. The centre conducts education awareness campaigns and has close relations with the Local Municipalities as a means of managing the development of high risk. These close relations enable the centre to respond timeously to disasters and risk. There are no emergency procurement procedures in the Disaster Management Plan however these will be addressed in the review.

5.16.2 Fire Services

Council has a legislative mandate, in terms of section 84 1 (j) of the Municipal Structures Act, to:

- Plan, coordinate and regulate fire services.
- Provide the fighting of specialised fires, such as Mountain, veldt and chemical fires.
- Co-ordinate the standardization of Infrastructure, vehicles equipment and procedures
- Train Fire officers

SBDM undertook a functionality assessment on how best to deal with the function, within its limited resources, and the function currently performing directly all other functions except the fighting of specialised fires, which is done on an agency basis by Municipalities. The SBDM has a District Fire Co-ordinator in its employment which acts as chief fire officer. There are no tariffs adopted for fire services by SBDM as the these no longer apply.

The district Municipality is providing continuous support and capacity to municipalities to deal with the fighting of fires, including dealing with Hazardous Chemical spillages.

In addition, training of Municipal fire officers, on both firefighting and the handling of Hazardous Material Spillage is a priority of the district in this field.

The District Municipality has further ensured that all fire fighting vehicles in the district are being standardised throughout its area.

5.17 HEALTH PLAN

5.17.1 Primary Health Care

Schedule 4 of the Constitution of the Republic of South Africa, Act No. 18 of 1996, accorded Primary Health Care (PHC) Services to the Province as an area of exclusive provincial competency.
The National Health Council resolved in line with the National Health Act of 2003, that the Primary Health Care services performed by various Municipalities within the Eastern Cape Province must revert to the Department of Health (ECDoH) and further resolved that PHC Services would again be devolved to Local Government in 2014 after the standardisation of the service is completed.

The National Health Council resolution was effectively implemented in Sarah Baartman District on 01 January 2011.

All nine (9) Local Municipalities in Sarah Baartman District area including Sarah Baartman District Municipality entered into Transfer Agreements with ECDoH to transfer the Primary Health Care Services with effect 01 January 2011.

5.17.2 **Municipal Health Services**

The SBDM has become the responsible service authority for Environmental Health Services (EHS) now defined as Municipal Health Services in accordance with the National Health Act, Act 61 of 2003 from 01 July 2004 in terms of the revocation of Section 84(3) authorizations under the Municipal Structures Act, Act 117 of 1998.

The SBDM took a decision that local municipalities are better positioned to be the agents of the district in rendering Municipal Health Services. The SBDM has thus finalized and entered into Service Level Agreements (PPSLA) which is renewed annually with local municipalities that have the capacity to render EHS on its behalf, namely Kouga, Blue Crane Route (BCR), Camdeboo, Makana, Ndlambe, Kou-Kamma and Sundays River Valley.

The Ikwezi, and Baviaans Municipalities are serviced by two (2) Environmental Health Practitioners (EHP) that are employed by the SBDM

The main Components of Environmental Health are:

- Active Environmental Educations sessions and Awareness Campaigns/Programmes;
- Water quality monitoring;
- Waste Management and Pest/Vector Control;
- Food control, including quality monitoring;
- Health surveillance of premises;
- Surveillance and prevention of communicable diseases;
- Environmental pollution control;
- Disposal of the dead.

This service as rendered by the SBDM, excludes Port Health, Malaria Control and Hazardous Substances these are the competency of the Eastern Cape Department of Health (ECDoH). Due to the size of the geographical area currently serviced, the best mechanism employed to effectively manage Environmental Health is through intergovernmental relations and joint management with the above listed Local Municipalities.

Aspects relating to the objectives and strategies of the Environmental Health function as provided by the SBDM may be viewed in Chapter 2 of this document.

5.17.3 **CONCLUSION AND WAY FORWARD**

SBDM currently is only responsible for rendering Municipal Health Services (MHS) throughout the district and through the appointment of the LMs as implementing agents of MHS.
SBDM would remain a District Health Authority (DHA) in line with the Eastern Cape Health Act, Act 10 of 1999 and the National Health Act, Act 61 of 2003. This means that the District Health Council (DHC) will remain and convened by SBDM Portfolio Councillor for Health. The DHC is a political structure made up of Portfolio Councillors for Health from all SBDM nine (9) LMs and would mainly play an oversight role on PHC services.

The SBDM is a licensing authority for Air Quality management however the function is performed by DEDEA through a service Level Agreement.

5.18 HUMAN RESOURCE MANAGEMENT PLAN

The Human Resource Management Plan (a Strategic Document for 2009 – 2014) (HRMP) was developed by the Sarah Baartman District Municipality's Corporate Services and Finance Department in May 2009. The HRMP is the Sarah Baartman District Municipality's (SBDM) Statement of how the institution by means of its employees and politician's will achieve the objectives as set out in the Integrated Development Plan (IDP). The SBDM has a strategic mandate to alleviate poverty which demands a stringent focus by the SBDM on critical services to the Local Municipalities that comprise the district. These services include:

- Infrastructure Development
- Economic Development
- Community Services
- Capacity Building & Support to Local Municipalities
- Institutional Development

In order for SBDM to efficiently achieve its strategic goals and objectives, the institution requires an effective Human Resource Management Structure to service its Departments and the Local Municipalities with efficient HRM services. Functions include:

- Recruitment
- Selection
- Retention
- Job Analysis
- Training and development
- Motivation and Employee Wellness
- Dispute Resolution
- Conflict Resolution
- Contracting
- Organizational Rationalization

The HRMP therefore aims to ensure that SBDM employees can achieve their best to deliver excellent services.

The Plan is intended to be a framework which sets out the contribution of the Human Resource Management Department to other departments in achieving SBDM aims and objectives, with clear indication of priorities.

5.19.1 Skills Development Plan

The objectives of the Skills Development Plan are to train and build capacity among the staff of the SBDM. The SBDM acknowledges that the continuous growth and development of its staff is

fundamental to its future success as an organization. Whilst most of the current staff complement is new to the sphere of local government, it is important to note that most of these new recruits are young, enthusiastic and willing to learn. As may be seen in the project template on Effective Local Governance, provision is made for the training of the internal staff. Furthermore, a 'Knowledge Resource Centre' - reflected on the same project template - will provide the staff with on-site access to knowledge and information to empower them and to build their capacity. It is clear that the SBDM is serious about staff development and it is dedicated to the development of a culture of learning within the institution.

The municipality has a SDF responsible for compilation and implementation of the annual training plan commonly known as the WSP.

This plan involves obtaining and annually completing a skills audit questionnaire which is signed off by Manager and subordinate.

This questionnaire is also supplemented by the quarterly performance reviews conducted internally which identify skills gaps that requires interventions in the form of training or enhancing capacity to fulfil the function.

5.19.2 Employment Equity Plan

The SBDM has formulated an Employment Equity Plan, which includes the personnel development and training policy. This plan will be revised as circumstances require. The gender component that is outlined in the Integrated Poverty Reduction and Gender Equity Programme highlights the SBDM's concern with the employment of women.

This is part of its commitment to rectify the imbalances of the past. The SBDM's current organizational structure reflects its commitment to employment equity and placing women in strategic positions.Council has a 5 year plan which was approved in August 2010. Council reports implementation annually either 01 October or at the 12 January each year.

5.19 RECORDS MANAGEMENT SYSYEM

The municipality has an archives section which maintains its records in a manner which makes document usage efficient. An audit file is developed annually in accordance with the requirements from National treasury and is provided to the Auditor General together with the Annual Financial Statements on the 31 August each year.

Table 4.31 Human Resource Plan

DEVELOPMENT PRIORITY 1 – INFRASTRUCTURE DEVELOPMENT			**Strategies for Support**	**Related Projects**	**Comment**
					Infrastructure Investment can only be supported wit the general Human Resource Provisioning and Administration processes
DEVELOPMENT PRIORITY 2 – CAPACITY BUILIDNG & SUPPORT TO LOCAL MUNICIPALITIES			**Strategies for Support**	**Related Projects**	**Comments**
OBJECTIVE 1 : Maximize the potential of SBDM LM's and District Municipality to effectively and efficiently deliver services to their communities			1) Building in-house capacity at SBDM & in LM's so that they can perform their functions & strengthen institutional system	○ Skills Audit ○ Training needs analysis ○ Capacity Building projects ○ Training & Development	
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conducting of the Skills Audit	▪ Develop employee competency/Skills profile ▪ Develop employee competency/skills dictionary ▪ Development of the skills audit tools ▪ Conduct skills audit report ▪ Develop personal development plans	SDF and SHR Officer		▪ Field workers ▪ IT support	
Conduct training needs analysis	▪ Develop training needs analysis tools ▪ Conduct training analysis ▪ Develop needs analysis report	SDF and SHR Officer		▪ IT support	
Development of WSP	▪ Collect information from and liaise with LGSETA ▪ Consolidate information from skills audit and training needs analysis reports & personal development plans ▪ Develop the SBDM WSP ▪ Submit the WSP to LGSETA	SDF and SHR Officer		▪ Necessary information from LGSETA	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Undertake Workforce Planning	▪ Design recruitment adverts ▪ Conduct short listing ▪ Conduct interviews reports with recommendation to the council	SHR officer, HR Manager			
Compile training & development programme	▪ Consolidate information from Skill Audit reports, PDP's & WSP ▪ Compile the training & development programme	SDF			
Conduct training & capacity building in policy implementation & legislative compliance matters	▪ Develop training material ▪ Arrange for training logistics ▪ Conduct the training and training impact assessment	Consultant			
DEVELOPMENT PRIORITY 2- CAPACITY BUILDING & SUPPORT TO LOCAL MUNICIPALITIES			**Strategies for Support**	**Related Projects**	**Comments**
OBJECTIVE 1: Maximize the potential of SBDM LM's and District Municipality to effectively and efficiently deliver services to their communities			To improve the performance of low capacity LMs in respect of Organizational and HR arrangements	○ Conducting HR Audits ○ Policy/Procedure development ○ Review of Organograms	On request and demand the select LM's will be given assistance with the activities and survey related to these projects.
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conduct HR audit	▪ Develop HR audit tools ▪ Conduct HR audit ▪ Develop HR audit report	SHR Officer and HR Manager		▪ IT support ▪ Support from departmental Directors/Managers (Chasers)	
Policy & Procedure Development	▪ Develop Policy/Procedure checklist ▪ Submit the checklist to LM's for verification process ▪ Develop a gap analysis report with recommendations to LM's ▪ Assists LM's in developing HR Policy/Procedure Manual	▪ SHR Officer and HR Manager		▪ Support and buy- in from LM's HR Managers/Officers ▪ Support from the internal & external Consultants	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Reviewing Organizational Structures	▪ Collect information & documentation ▪ Consult with LM's HR Practitioners ▪ Review the Structures ▪ Develop and submit a review report with recommendations	▪ SHR Officer and HR Manager		▪ Corporate Services and Finance Director's Support ▪ IT Support ▪ LM's HR Directors Support	
DEVELOPMENT PRIORITY 3- ECONOMIC DEVELOPMENT			**Strategies for Support**	**Related Projects**	**Comment**
OBJECT 3: To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large			Partner with key players in Human Resources and skills developments	○ Coordination of in-house skills development ○ Development of LM's HR Development Strategy ○ Assist in the Implementation of the HRD Strategy	On request by the Economic Development Department and on demand the in-house projects/assignments in assisting will be executed
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-Frame**	**Resources Required**	
Conduct a specialized Training needs analysis and skills Audit	▪ Development of Training Need Analysis/Skills Audit tools ▪ Administration of Tools ▪ Data Capturing analysis and interpretation ▪ Development & submission of a report with statistics and recommendations	SDF and the HR Manager		▪ IT Support ▪ Director ED Support and information sharing ▪ Printing support	
Develop Training Schedule	▪ Consolidate employee database and statistics ▪ Consult with departmental Heads ▪ Get approvals from line Managers on Employee training needs ▪ Develop and verify the training schedules with relevant custodians and line	SDF		▪ IT Support ▪ Departmental line Manager support ▪ Printing support	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Coordinate training and sills Programmes	▪ Organize training facilities in-house or externally ▪ Consult and verify training logistics ▪ Inform the employees and the supervisors of the training logistics and remind them of schedule thereof	SDF		▪ Telephone and Electronic Mailing ▪ Training Budget	
Develop Human Resource Development Strategy	▪ Research and Consolidation of information ▪ Conduct Bench-marking and analysis ▪ Develop the HRD strategy	Senior HR Officer and HR Manager		▪ Corporate and Finance Services director support ▪ Printing support	
Assist in the Implementation of the HRD	▪ Present and submit the HRD strategy to ED Director & Manager ▪ Develop and HRD Strategy Implementation Framework ▪ Workshop the Director and Manager ED on the Strategy & Framework	Senior HR Officer and HR Manager		▪ Corporate and Finance Services Director support ▪ Printing support	
DEVELOPMENT PRIORITY4 – COMMUNITY SERVICES			**Strategies for Support**	**Related Projects**	**Comment**
OBJECTIVE 5: Promote voluntary testing and counselling amongst the inhabitants of the SBDM area of jurisdiction			Maintain voluntary counselling and testing services in clinics	○ Establish an Integrated Health & Wellness Programme ○ Develop Health & Wellness Policy ○ Develop VCT Strategy	An internal HIV/Aids, Health & Safety Committees do exist only the EAP has not establish to form coalition to programme
HR Required Support	**Activities in Support**	**Responsibility/Role Players**	**Time-frame**	**Resources Required**	
Establish an Integrated Health & Wellness Programme	▪ Conduct Research and Bench-marking ▪ Consult all stakeholders for information sharing ▪ In collaboration establish the Programme	Senior HR Officer, HR Manager, Environmental Services Manager, Health Services Manager		▪ Director; Health Services, Infrastructure & Planning, Corporate and Finance support ▪ Printing support	
Develop Health & Wellness Policy	▪ Conduct Research and reviews Best Practices ▪ Consolidate information ▪ Develop the Policy	Senior HR Officer, HR Manager		• Support from Manager Environmental Services, Health Services Manager ▪ Printing support	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-frame	Resources Required	
Develop the VCT Strategy	▪ Conduct bench-marking, research & analysis ▪ Information verification & consolidation ▪ Develop the VCT Strategy ▪ Submit for review & comment ▪ Modify if necessary ▪ Submit the final strategy	Senior HR Officer, Health Services Director/Manager		▪ Support from, HR Manager ▪ Printing support	
DEVELOPMENT PRIORITY 4– COMMUNITY SERVICES			**Strategies for Support**	**Related Projects**	**Comment**
OBJECTIVE 6: To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV/AIDS prevention and sage practices			Ensuring training of lingcibi and amakhankatha in safe health practices	○ Conducting Training Impact Assessment ○ Conducting Trainer Impact Assessment ○ Conducting trainer Impact ○ Assist in Planning for training.	
Conducting Training Impact Assessment	▪ Develop training impact assessment tools ▪ Conduct the training impact assessment ▪ Develop & submit impact assessment report	SDF		▪ Support from Senior HR Officer and HR Manager	
Conducting Trainer Impact Assessment	▪ Develop trainer impact assessment tools ▪ Conduct the trainer impact assessment ▪ Develop & submit impact assessment report	SDF		▪ Support from Senior HR Officer and HR Manager	
Assist in training planning	▪ Provision of relevant information ▪ Assist in skills development programmes coordination ▪ Assist in capacity building programmes	SDF		▪ Support from senior HR Officer and HR Manager	

This plan will be reviewed in the 2015/16 financial year.

5.20 THE SPECIAL PROGRAM EMPOWERMENT POLICIES AND STRATEGIC PLANNING FRAMEWORKS

The SBDM recognises that it has a critical role to play in addressing imbalances which exist and which have resulted in the vulnerable groups (youth, women and disable) being most adversely affected.

The Special Program Policies serve to guide the SBDM in creating opportunities which contributes to the empowerment of the vulnerable groups.

The accompanying **Strategic Planning Framework** which facilitates the translation of the policy into action must be read in conjunction with this policy.

The Special Programmes Empowerment Policy Framework:

The SBDM identified the vulnerability of women, youth and people living with disability within the municipality and recognized the importance of finding ways of responding effectively to their needs. As such, the municipality engaged in an exploratory exercise to determine how best to guide service delivery and human resource practices so that discrimination which the vulnerable groups confront is addressed to enable them access to and utilization of available opportunities to improve their life circumstances.

Following a desktop review of documentation, initial draft policy guidelines were developed. The information from these processes enabled the municipality to sketch out a more consultative process for developing Empowerment Policies which could be owned by officials working within the SBDM as well as key role-players within civil society.

The current team responsible for overseeing the implementation of this policy is the Municipal Manager, the manager responsible for Capacity Building & Support to Local Municipalities as well as the Special Programmes Officer.

All managers responsible for the various developmental priorities, including human resources will need to provide quarterly reports of the progress within their departments/units in terms of ensuring opportunities are created for women's empowerment. These reports will be developed according to clear reporting guidelines and be tabled at Council meetings.

The existing institutional arrangements will be reviewed in order to ensure that the institutional support established is feasible, thus reflective of the SBDM's commitment to promote and ensure women's empowerment.

The SBDM feels that its greatest contribution to supporting the vulnerable groups structures and forums is through the support of Capacity Building Initiatives.

The United Nations Development Programme (UNDP) defines 'capacity building' as *the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources and strengthening of managerial systems.*

Capacity building is a long-term, continuing process, in which all stakeholders participate such as ministries, local authorities, non-governmental organizations, professional associations, academics and others.

The SBDM will strive to build capacity on applying mainstreaming processes among staff within the SBDM as well as within the Local Municipalities and among key stakeholders.

In order to ensure that the policies are realized, the SBDM is determined to have clear strategic action plans accompany the Empowerment Policies, therefore Strategic Planning Frameworks are also developed to assist in the translation of the policies into action.

Strategic Planning Framework:

The Strategic Planning Frameworks, which accompanies the SBDM's Empowerment Policies, introduce key actions which should be considered in initiating the process of creating opportunities for the empowerment of the vulnerable groups who are:

- Citizens within the SBDM and Local Municipalities, as well as
- Employed within the SBDM and Local Municipalities

The Strategic Planning Frameworks outlines initial actions which the SBDM should undertake over the period 2009 – 2012. As these Strategic Planning Framework are a guide, all departments/ sectors/ units within the SBDM will need to adapt and further develop these plans to suit their particular circumstances.

The Strategic Planning Frameworks comprise of two components:

Component 1: Strategic Plans in relation to the key municipal development priorities

Within the Empowerment Policies, examples are provided which reflect possible ways of creating opportunities for the vulnerable groups' empowerment. These examples were drawn on as the initial actions which are required within the SBDM. Therefore, the examples are further elaborated upon in the plans below.

i) **Priority Area: Infrastructure Development:**

In terms of the Development Priority, Infrastructure Development, the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of water and sanitation;
- Promotion and improvement of public transport facilities and usage;
- Improvement of housing delivery and settlement planning with the LMs; and
- The integrated 2010/tourism infrastructure roll-out plan.

iii) **Priority Area: Capacity Building & Support to LMs:**

In terms of the Development Priority, Capacity Building & Support to LMs, the SBDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Representation and position of vulnerable groups within structures;
- Opportunities and support provided for training and educational programs;
- Enhancing skills to create opportunities to enable the vulnerable groups in communities to participate in discussions and decision making around provision of services;
- Developing accountability systems for ensuring prioritization of the vulnerable groups' empowerment.

iv) **Priority Area: Economic Development:**

In terms of the Development Priority, Economic Development, the SBDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Prioritising the creation of increased employment opportunities;
- Prioritising the vulnerable groups entrepreneurs in developing strategic sectors for purposes of economic growth;
- Establishing partnerships with institutions which encourage and promote the importance of the vulnerable groups' participation in economic development programs.

v) **Priority Area: Environmental Health:**

In terms of the Development Priority, Environmental Health, the SBDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Developing waste management strategies collaboratively with the vulnerable groups;
- Promoting environmental health education and awareness among the vulnerable groups;
- Providing development opportunities for the vulnerable groups' health professionals working in EHS.

v) **Priority Area: HIV/AIDS plan:**

In terms of the development priority 'HIV/AIDS plan', the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of prevention, treatment, care and aftercare programs;
- Promoting awareness of prevention, treatment, care and aftercare needs of the vulnerable groups;
- Formulation and implementation of HIV/AIDS plans for SBDM and LMS which address the prevention, treatment, care and aftercare needs of the vulnerable groups.

vi) **Priority Area: Disaster management:**

In terms of the development priority 'Disaster management', the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Formulation and implementation of an institutional management strategy framework responsive to the vulnerable groups' needs;
- Building their capacity in fire delivery services.

Component 2: Strategic Plans in relation to key human resource functions

Within the vulnerable groups' Empowerment Policy, recognition is given to the fact that the prioritization of the vulnerable groups' empowerment must extend to the way in which the SBDM operates in relation to its employees.

In so doing, the areas identified where contributions to the empowerment of the vulnerable groups within its structures are as follows:

- Recruitment and selection of employees
- Recruitment and selection of external service providers
- Training and development opportunities for employees
- Monitoring & evaluation of performance

5.21 HIV & AIDS SECTOR PLAN

5.21.1 Background

Sarah Baartman adopted its HIV and Aids Plan in 2008 and the plan is the culmination of all inputs from a range of partners and stakeholders. These Partners and stakeholders come from all nine local municipalities within Sarah Baartman, civil society and community based organizations that are united in their commitment to fight the HIV and Aids pandemic in Sarah Baartman.

The Primary aims of the plan were to:

- Reduce the rate of new HIV infections by 50% by end of 2011
- Reduce the impact of HIV and Aids on individuals, families, communities and society by expanding access to appropriate treatment, care and support to 80 % of all HIV positive people and their families by end of 2011

HIV and Aids Coordination is an issue that is very important to the District Municipality. SBDM has a District Aids Council that is led by the Executive Mayor and Supported by the Secretariat which consist of HIV and Aids Coordinators from the Local Municipalities, Sector Departments and Community Based Organisations.

SBDM is in the process of reviewing its HIV and Aids Strategy to align it to the National Strategy which was launched by President Jacob Zuma in 2013. The following programmes are championed by the HIV and Aids Coordinator:

- Establishment of Local Aids Councils
- Induction of the LAC
- Training of HIV and Aids Coordinators
- Forging partnership with relevant organisations
- Supporting Community Based Organisations
- Partnering with the Local Municipality in hosting of the District World Aids Day

a) Special Programmes

The office of the Special Programmes Officer is mandated to assist and coordinate all Special Programmes activities in the district. In line with the developmental role of Capacity Building and Support this office is tasked to ensure the capacity of the designated groups by undertaking the following:

- Establishment of forum of all designated groups
- Induction of forums
- Forging of partnership with relevant organisations and sector departments
- Support Community Based Organisations and Cooperatives
- Supporting and partner with LMs to host District Commemoration Days
- Support various youth, women and people with disabilities initiatives in the district

The office is in the process of reviewing mainstreaming strategies for all designated groups namely children, youth, people with disabilities, women, older persons and HIV & AIDS. It is anticipated that the plans will be reviewed no later than end of 2014.

5.22 COMMUNICATION PLAN

Public Participation / Communication:

The Sarah Baartman District Municipality has a Communication Policy (available from the SBDM upon request) that seeks to enhance transparency and accountability as well as to encourage community participation.

Communication services at municipalities need to operate within a policy framework, which is developed within the prevailing local government legislation, while considering precedents set by prevailing norms and standards that guide the system of government communication generally. The Sarah Baartman District Municipality has developed communication as a strategic function and has established effective communication systems and structures. The municipality employs a dedicated Public Relations Officer in order to develop and implement intentional and planned communication programmes.

A publication entitled “Communication for development and better service delivery in the age of hope”, produced by the Department of Local Government and Traditional Affairs (DLGTA), the South African Local Government Association (SALGA) and Government Communication and Information Systems (GCIS) as well as the “Guidelines for Municipal Communications,” published by SALGA, sets out in detail how to successfully establish communication structures and functions in a municipality.

The communication function within the Municipality is currently being administered by the Department of Finance and Corporate services and includes the following activities:

- Promoting the Municipality by providing sufficient information at regular intervals to the media, public and staff about Municipal issues;
- Planning and coordinating municipal events, community meetings, project launches and handovers;
- Promoting and managing the Municipality's corporate identity and public image;
- Assisting and capacitating Local Municipalities from a communication point of view;
- Formulating, maintaining and implementing the Municipality's communication strategy, while also assisting the local municipalities in this regard; and
- Media and marketing material production and brand management.

Among the flagship projects of the Public Relations Officer is the production of a community newsletter called Sarah Baartman News. A total of 50 000 copies are produced and distributed throughout the District on a quarterly basis. The 17th consecutive edition was released in March 2014.

Communication as a strategic function

The communication strategy of the Sarah Baartman District Municipality was compiled by the Public Relations Officer, in consultation with Government Communications and Information Systems (GCIS). The strategy is aligned to the Integrated Development Plan (IDP) in that the development priorities of the Sarah Baartman District Municipality inform the messaging and themes, amongst other things.

The communication strategy of the Sarah Baartman District Municipality is developed within the context of the 2009 – 2014 Medium Term Strategic Framework (MTSF), which stipulates ten (10) National Strategic Medium Term Priorities to guide all spheres of government with the allocation of resources, amongst other things. The ten strategic priorities are conceptualised and summarized as follows:

- Increasing growth and transformation of the economy to create decent work and sustainable livelihoods;
- Building economic and social infrastructure;
- Development and implementation of a rural development strategy linked to land and agrarian reform and food security;
- Strengthening the skills and human resource base;
- Intensifying the fight against crime and corruption;
- Building cohesive, caring and sustainable communities;
- Pursuing African advancement and enhanced international cooperation;
- Sustainable resource management and use; and
- Building a developmental state including improvement of public services and strengthening democratic institutions.

The MTSF further promotes the strengthening of the capacity of all spheres of government in order to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development; and
- Strengthen democratic institutions.

Communication objectives

The communication objectives of the Sarah Baartman District Municipality seeks to support and express the priorities contained in the MTSF, which feeds into the overall vision of the Sarah Baartman District Municipality to be an innovative and dynamic municipality striving to improve the quality of life for all our communities. The communication objectives therefore include the following:

- To increase understanding of the work, role and mandate of the Sarah Baartman District Municipality amongst both internal and external stakeholders across the District.
- To encourage public participation in government processes and policies.
- To generate and maintain good relationships with the media.
- To manage potential risks faced by the Sarah Baartman District Municipality.
- To manage the reputation of the Sarah Baartman District Municipality.
- To influence negative perceptions of stakeholders by continually communicating service delivery achievements and successes.
- To facilitate and encourage two-way communication between the Sarah Baartman District Municipality and its stakeholders, both internal and external.
- Through the District Communicator's Forum (DCF), coordinate government communication programmes within the Sarah Baartman District.

Communication channels

The channels/tools that are most appropriate for communicating with stakeholders of the Sarah Baartman District Municipality include the following:

Electronic and digital channels

- Sarah Baartman District Municipality website
- Sarah Baartman District Communicator's Facebook profile
- Electronic internal newsletter
- Email

Media

- Community newspapers in the Sarah Baartman District Municipality
- Eastern Cape regional newspapers
- National newspapers
- Community radio stations in the Sarah Baartman District Municipality
- Regional and national radio stations
- Television

District Municipal publications

- Integrated Development Plan
- Annual report
- External stakeholder newspaper (Sarah Baartman News)
- Leaflets/pamphlets
- Media releases
- Local municipality rates statements (supporting campaigns like water usage, Census, electricity use etc.)
- Workshops and presentations

Events and platforms

- Speeches delivered at events and Council meetings
- Internal meetings with employees
- Stakeholder meetings and public participation events (e.g. youth day celebrations)
- Media briefings
- Exhibitions and trade shows
- District Communicator's Forums
- Road shows

Communication stakeholders

There are multiple and diverse audiences vying for the attention of the Sarah Baartman District Municipality. These audiences differ in respect of language preferences, location within the District, sophistication, interests, access to various media and relationship with the District Municipality. They include, but are not limited to:

- Councillors of the Sarah Baartman District Municipality
- Municipal officials of the Sarah Baartman District Municipality
- Councillors of the Local Municipalities within the jurisdiction of the Sarah Baartman District Municipality
- Municipal officials of the Local Municipalities within the jurisdiction of the Sarah Baartman District Municipality
- Communities of the Sarah Baartman District
- National Government Departments
- Provincial Government Departments
- Government Communication and Information Systems (GCIS)
- South African Local Government Association (SALGA)
- Community Development Workers and Ward Committees
- Non-profit organisation, faith-based organisations and community based organisations
- Parastatals (i.e. Blue Crane Development Agency, District Development Agency, Eskom, Transnet, Telkom)
- Rate payers associations
- Business sector
- Labour unions
- Media

Stakeholders are segmented and messages and communication channels are tailored for each group in order to ensure that stakeholders receive communication that is relevant to them. This approach also ensures that resources are strategically allocated.

CHAPTER 6: SUMMARY OF SBDM GOAL ATTAINMENT (2012 -2017)

6.0 INTRODUCTION

Upon the start of the term of the new council, Sarah Baartman District Municipality (previously known as Cacadu District Municipality) adopted its Integrated Development Plan which would span over the years 2012 and 2017. The Council had a vision to be 'an innovative and dynamic municipality striving to improve the quality of life for all our communities' and they had set to achieve this through providing equitable, affordable services and sustainable socio-economic development through: Stakeholder participation; Capacity Building and Efficient and Effective management of resources. This Chapter looks at unpacking the progress made from the key performance indicators that were set out at the beginning and what has been achieved to date. To allow for a thorough investigation, it was imperative to consult each IDP with its Annual Report and also follow up discussions related to the progress of the objectives and projects set out with the relevant persons. In this review we are also looking at the status of various strategic plans of the departments of the District Municipality, as per KPA's achievements and shortcomings experienced during the term will also be given attention.

6.1. ORGANIZATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (KPA 1)

6.1.1. PRESENTATION OF THE ORGANISATIONAL STRUCTURE

In the year 2012/2013 the municipality had the Municipality had managed to keep the key posts filled as this is important in maintaining consistency and also organizational stability. At that the time the total number of approved posts of the Sarah Baartman District Municipality was 100, eleven of these being intern posts. The number of appointed staff was at 91 including interns. The total number of vacant posts was 9, which some of them have since been frozen. It should also be noted that a Workplace Skills Plan for 2012/2013 was adopted and implemented.

6.1.2. ADMINISTRATIVE STRUCTURE

The district has had many initiatives to address the issue of staff development by ensuring that staff members participate in capacity development programmes. Many of the directorates and some local municipalities seized this opportunity, the desired result being better service delivery, better customer service, efficiency and accountability. This evident in the SBDM continually receiving unqualified Audit from the start of this 5 year IDP period, with the 2013-14 financial year attaining a clean Audit outcome. This provides evidence of the strong relationship link between SBDM staff capacity development programme and its audit outcomes.

6.1.2. STAFF DEVELOPMENT INITIATIVE DURING THE CURRENT IDP TERM (2012-17)

With the mandate of ensuring that municipalities function accordingly and maintaining capacity build for local municipalities, it is very important to make sure that an organisation's workforce is fully equipped with the necessary skills. This council dedicated itself in committing to empowering both political and administrative staff with the necessary education required to lead an exceptional institution and that of staff in local municipalities. Training and development of individual allows for innovative thinking and contribution to ideas that will allow the district as a whole to function beyond measure. Training was offered to them as follows:

Table 6.1 TRAINING COURSES ATTENDED BY OFFICIALS AND COUNCILLORS

NO	QUALIFICATION	NUMBER OF BENEFICIARIES
		2012/2013
1	Strategic Management	3
2	Tool for Sustainability	1
3	Effective Records & Information System Management	4
4	Symantec Endpoint Protection	1
5	Employment Equity	5
6	First Aid	2
7	Events Management	6
8	Training Facilitation	2
9	Advanced Records Management	2
10	First Aid Level 3	2
11	Pre Assessment for EPWP Employees	80
12	Prepare and Lay Precast Block Paving, Construct Precast Kerbs Brick Making	80
13	Dealing with Conflict	26
14	Negotiations	25

Table 6.2 STUDY ASSISTANCE AND COUNCIL INITIATED EMPLOYEE DEVELOPMENT

NO	QUALIFICATION	TOTAL NUMBER BENEFITED		
		2012/2013	2013/2014	2014/2015
1	Diploma: Management	1	1	1
2	Diploma: Administrative Management	1	1	1
3	Higher Certificate: Archives Management	1	-	-
4	Honours: Bcom Auditing	1	-	-
5	Diploma: Human Resource Management	1	1	1
6	Masters: Public Infrastructure	1	1	1
7	Programme in Project Management	2	-	-
8	Diploma in Local Government Law and Administration	3	-	-
9	CPMD	4		17
10	MA Development Studies	1	1	1
11	Diploma in Project Management	2	-	-
12	Certificate in CQM	1	-	-
13	BTech: Environmental Health	-	1	1
14	Certificate Labour Law	-	1	1

Table 6.3 FULL QUALIFICATION COORDINATED BY SBDM

QUALIFICATION	MUNICIPALITY	TOTAL NO. BENEFITED(2012/13)
Local Government Accounting Certificate	SBDM	3
	Koukamma	6
	Camdeboo	3
	Kouga	9
	SRVM	8
	TOTAL	**29**

6.2. BASIC SERVICE DELIVERY (KPA 2)

6.2.1. WATER SERVICES

Water services delivery strategy and main role-players:

Incudes the coordination of water services development planning for the entire District, upgrading of water infrastructure lobbying for funding. Local Municipalities are the Water Services Authority and Water Service Providers in the District.
The function is administered by the department of Infrastructure Services & Planning and includes:

- Development planning and Co-ordination.
- Assist local municipalities in developing the required Water Service Authority and Water Services Provider capacity.
- Upgrading of water infrastructure in local municipalities.

Strategic Objective:

To capacitate local municipalities in the District, to provide every household within the District with access to at least a basic level of service and strive to provide an appropriate level of service.

Table 6.4 Key Projects:

2012/2013	2013/2014	2014/2015
Janseville Water Source exploration	Water Services Authority/Water Services Provider Model review/capacity assessment (All nine LMs)	Janesville Water Treatment Project
Rainwater harvesting in Paterson		Paterson rain-water tanks installation
Installation of zone metres in Jansenville		
Assistance to Local Municipalities with pre-planning and feasibility studies		

Between the financial years of 2012/13 and 2013/14, the District municipality noted the following challenges that were facing water service delivery:

- Water shortage problems that are encountered in many municipalities have been brought to the attention the Department of Water Affairs. Ongoing and continual engagement is occurring to deal with these issues.
- The aging and dilapidated infrastructure that faces most municipalities in the District has been highlighted in various platforms and presentations have been made to the Munimec as well as the Department of Cooperative Governance and Traditional Affairs. The LMs have also been advised to set aside a portion of their budget to deal with maintenance of infrastructure.

The Sarah Baartman District Municipality has however completed the Jansenville Water Treatment Project, as well as the installation of rain-water tanks in the Paterson community. Both these projects were initiated in the previous financial year. In the 2014/15 financial year, the District Municipality resolved to assess the capacity of its local municipalities to perform the WSA function. From an investigation that was conducted, it was evident that some of the local municipalities are struggling with this responsibility, especially the Ikwezi, Sundays River Valley and Makana Local Municipalities. The various stakeholders will have to take a decision on whether such function resides with the local municipalities.

6.2.2. ELECTRICITY SERVICES

Electricity service delivery and main role-players

Although the distribution network within the District can generally be regarded as reasonable, slight disparities exist between varying local municipalities due to the nature of their location. Although the majority of the communities of most Local Municipalities have direct access to electricity, a significant capital outlay is envisaged in order to upgrade both the urban and rural networks. The District has also been identified as hub of Renewable Energy Generation, this will help to address the energy challenges that the country is faced with.

6.2.3. SANITATION

Sanitation service delivery strategy and main role-players

Includes all activities related to sanitation services for the District. The sanitation function of the municipality is administered by the department: Infrastructure Services and includes development planning.

Table 6.4 Key Projects:

2012/2013	2013/2014	2014/2015
Planning the upgrading of the Nieu Bethesda Water Treatment Works (Camdeboo)	Upgrading of the Nieu Bethesda Waste Water Treatment Works (Camdeboo)	-
Kliplaat household sewer connections (Ikwezi)	Sanitation interventions for Waste Water Treetment in local municipailities(Makana, Koukamma, Blue Crane Route and Ikwezi)	-

It is worth mention that over two financial years, 2012-2014 there were some challenges that were noted by the District municipality concerning sanitation in the area and these included:

- The aging and dilapidating infrastructure that faces most municipalities in the district has been highlighted in various platforms and presentations have been made to the Munimec as well as Department of Cooperative Governance and Traditional Affairs. The LMs have also been advised to set aside a portion of their budget to deal with maintenance of infrastructure.

6.2.4. ROAD CONSTRUCTION AND MAINTENANCE

The District Municipality is not responsible for road construct and maintenance. SANRAL is responsible for National Roads and Provincial Government for regional roads in the District. Roads within towns and settlements are the responsibility of local municipalities.

Waste management is also not the responsibility of the District, it is the LMs that are assume this responsibility. Housing and Town Planning is also not the responsibility of the District, the Provincial Department of Human Settlements and the Local Municipalities is responsible for this service.
Assistance in 2013/14 was provided to local municipalities to develop master plans for roads and storm water in Ndlambe and Koukamma.

6.2.5. WASTE MANAGEMENT

The District Municipality is not responsible for waste management. The local municipalities in SBDM are responsible for this service.

6.2.6. HOUSING AND TOWN PLANNING

The District Municipality is not responsible for housing and town planning. The provincial department of Human Settlements, SBDM assists in coordinating Human settlement efforts. Town Planning, specifically LUM, is the responsibility of local municipalities; SBDM does provide capacity support to our struggling Municipalities.

6.2.7. SPATIAL PLANNING

The SDF of SBDM was last reviewed in 2012/13, its period had since lapsed and subsequently in the 2015/16 review council adopted the new Spatial Development Framework. The district continuously gives support to its local municipalities in terms of spatial planning and land use management, with its recent assistance given to Camdeboo with zoning schemes in the 2015/16 financial year. The District is also on the other hand currently assisting in the Makana municipality with the re-zoning of the Grahamstown precinct. The enactment of the Spatial Planning and Land Use Management Act (SPLUMA) has meant that the District Municipality will have a pivotal role to play in assisting local municipalities in dealing with all matters pertaining to land use and town planning. Six of the local municipalities in the District have opted to be part of a District Tribunal. The Tribunal members will be appointed early in the current financial year, as the necessary processes have been duly taken and are awaiting nominations for members to serve in the Tribunal.

6.2.8. INDIGENT POLICY IMPLEMENTATION

Since the disestablishment of the District Management Area and incorporation thereof into local municipalities' areas of jurisdiction, the District Municipality no longer implements an indigent policy as this is done by the local municipality.

6.2.9. Disaster Management

The Disaster Risk Management Assessment for the Sarah Baartman District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying communities and infrastructure at risk and further prioritize disaster risks for the Sarah Baartman District Municipality.

The 2014/15 was a particularly significant year for the SBDM Disaster Risk Management Centre. The Municipality successfully hosted a Fire Symposium May 2015. The SBDM participated in the Business-Adopt-A-Municipality (BAAM) initiative, particularly in respect of addressing the needs identified in terms of disaster management and fire services. Through this initiative, SBDM became the first District Municipality to join BAAM championed by SANTAM. Other municipalities are Ulundi, Thulamela, Mafikeng, Mbombela and Eden District.

- As part of their mandate Sarah Baartman Municipality assisted Kouga municipality to build a fire Station in Hankey which will service the whole Gamtoos area.
- There were huge fires that threatened the farming community in the Koukamma municipality area during the month of October 2014. Sarah Baartman District Municipality disaster management center assisted in extinguishing those fires. There were no reports of properties that were damaged, or animals and people's lives claimed by these fires.
- On February 2015 a workshop was conducted in Camdeboo municipality on Disaster Management Act.

- Blue Crane Route municipality was badly affected by strong winds. As a result power lines and trees fell down. In some areas there was no water supply. SBDM and Blue Crane Route provided community members with water using water tankers also made use of Jojo tanks. In Makana municipality, Alicedale was also affected where houses were partially damaged, especially windows and roofs.
- Awareness campaigns on fire were conducted at in the following local municipalities: Blue Crane Route Municipality, Sundays River Valley Municipality, Kouga Municipality and Koukamma Municipality.
- Incidents dealt with in this financial year 2014/15 were fire incidents in the following municipalities:

    - Koukamma municipality,
    - Baviaans municipality,
    - Kouga municipality.
    - Blue Crane Route Municipality

- Awareness campaigns conducted
    - Fire awareness campaigns were conducted in the following local municipalities: Blue Crane Route Municipality, Sundays River Valley Municipality, Kouga Municipality and Koukamma Municipality.

6.2.10. Environmental Health

The SBDM has become the responsible service authority for Environmental Health Services (EHS) now defined as Municipal Health Services in accordance with the Nation Health Act, (Act 61 of 2003) from 1 July 2004, in terms of the revocation of Section 84(3) authorizations under the Municipal Structures Act, (Act 117 of 1998).
The municipality has entered into agreements with seven of its local municipalities to render Municipal Health Services on its behalf in their respective areas of jurisdiction. The function includes the following activities:

- Water quality control
- Food control
- Waste management
- Health surveillance of premises

One of the objectives for the 2013/14 for EHS was to improve the environmental health status of all the communities of Sarah Baartman by reducing DH related diseases (water and food) by 5%

6.3. LOCAL ECONOMIC DEVELOPMENT (KPA 3)

The Sarah Baartman District acts to facilitate the creation of an enabling SMME development environment as an integral mechanism to bolster local economic development in the area. Various projects have since been implemented by the District through tourism initiatives as well SMME support programmes. It is worth noting that 25% of SBDM Economic Development budget is committed to the mentorship which is considered a key driver towards implementation of the IDP and LED strategy. In the table below are some of SBDM LED beneficiaries over the years.

Table 6.5:

Name of Organisation	Amount of assistance	Local Municipality	Purpose	Number of beneficiaries/ participants
BCRM SMME support services	R150 000	BCRM	To provide SMME development service to various coops and SMMEs housed in the BCRM Craft Hub and BCRM surroundings	40
Makana Kaolin and Ceramic studio production	R221 338	Makana	Manufacturing of high value niche Ceramics products	12
South Seas Poultry Project	R266 155	Ndlambe	Poultry production and egg laying	10
Nieu- Bethesda Women's Cooperative	R277 200	Camdeboo	Ceramic Production Woolen craft and Lano screen painting	16
Masizakhe Women Coop	R222 800	Camdeboo	Clothing, events and catering cooperative	18

The District municipality has one municipal entity, the Cacadu District Development Agency which commenced its operations on 1 July 2013.Primary priority is to deal with socio-economic challenges that face the district, to embark on projects and programmes to foster economic growth and job creation. Relationship between the SBDM and CDA is governed by a Service Level Agreement.

The District Agricultural Mentorship Programme budgeted for 13 mentorships sites in the financial year 2013/14 out of which 10 were active and 3 projects were inactive. There were 2 mentorship site that came to an end be end June 2014. A further 8 would be supported and extended in the 2014/15 financial year.

6.3.1. SBDM Land Reform targets

One of the primary objectives of the DRDLR is to redistribute 30% of white owned agricultural land by 2014 to previously disadvantaged communities for sustainable agricultural development. At the start of the 2013/14 financial year, Sarah Baartman region had achieved redistribution amounting to 6.31% of the 30% target. This leaves an estimated 1 333 390 ha to be redistributed in the next six years.

During 2013/14, there were some challenges that were found regarding the implementation of the LED Strategy, to name just a few and these included:

- Lack of funding from municipalities – LED Units in all LMs is not adequately funded to meet local demands in terms of job creation efforts/initiatives.
- Lack of bankable business plan – The inability of LED units to access funding or the poor intake of LED proposals from various funding pools is a result of poorly constructed business propels.
- Poor planning by LED units which results in continuous under-expenditure on projects.
- The inability of many local authorities to clearly define an LED strategy within the broader IDP process.

To remedy this, there is a District Support Team in place. The District Municipality uses this platform to assist the LMs as well as capacitate the relevant officials on issues of LED. The District Municipality also continually lobbies on behalf of LMs for funding from various Sector Departments.

6.4. FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

The Sarah Baartman District Municipality strives to comply with all the prescribed reforms provided in the Municipal Finance Management Act place greater service delivery responsibilities on managers and makes them more accountable for performance. The municipality's source of revenue is grant funding and equitable share. This could be attributed to the fact that the district does not perform services that would generate income.

To illustrate the above, a summary of the operating income and expenditure for the 2012/2013 financial year to the 2015/16 financial year is detailed below:

Table 6.6:

Statement of Financial Performance				
Figures in Rand	2015/2016	2014/2015	2013/2014	2012/2013
Revenue				
Rental income		1, 208,685	1,053,610	1,076,663
		1,208,685	**1,053,610**	**1,076,663**
Other income				
Investment interest		17,261,678	14,767,367	15,399,324
Income from agency services		41669	40,217	31,871
Government grants & subsidies			19,415,196	19,506,264
Equitable Share Plus Levy Replacement Grant			75,091,000	71,325,000
Reduction in provision for debt impairment		806,679	21,937,154	-
Other revenue		1,098,296	6,806,478	4,929,753
			139,111,022	**112,268,875**
Operating expenses				
Employee costs		45,788,456	44,360,843	42,134,174
Increase in debt impairment	-			11,663

It is evident that the municipality has become dependent on interest earning to balance its operating budget. This financing approach is not sustainable and strategies will be developed to reduce expenditure in line with discretionary sources of revenue. The irony is that, in the medium to long term, the more efficient SBDM becomes at delivering its budgeted result, the greater this investment income will be reduced. Reliance on the Division of Revenue Act (DORA) has proved detrimental for SBDM as there were no allocations for the 2015/16 financial, thus resulting in a decrease in equitable share. Also in the same year there were no allocations of the Municipal Infrastructure Grant due to demarcation processes.

Sarah Baartman District Municipality at the start of the term of its council had envisaged ensuring financial stability for the district. In doing so they had to guarantee that the audit outcomes from the Auditor General would reflect positively on the performance of the Finance Department. Ensuring that legislative prescripts were followed in all transactions of the district would result in fruitful intentions. It is therefore evident from the Auditor General's outcomes from 2012-2016 that the institution enjoys sound financial management:

Table 6.7:

Financial Year	Audit Outcome
2012/2013	Unqualified Outcome
2013/14	Clean Audit Outcome
2014/15	Clean Audit Outcome

6.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (KPA 5)

The SBDM's processes, structures and policies that help ensure compliance with laws and regulations and provide clear lines of sight for decision-making and accountability, include:

i) Ethical leadership and corporate citizenship
ii) Council, Mayoral Committee and Councillors
iii) Management and staff

An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements. The SBDM's most valuable asset, when optimally utilised, motivated and developed, is its staff. The SBDM's human resource management plan is aimed at delivering the right people with the right skills at the right place and the right time. It ensures that staff is correctly aligned with business needs and this, in turn, improves service delivery within budget parameters. The main aim of the strategy is to achieve an improvement in the staff loyalty index as measured every 24 months through the culture/climate survey; and an improvement in staff productivity as measured by a range of productivity measures - including the percentage loss of skills and staff availability (absenteeism).

Table 6.8:

HR Policies and Plans				
	Name of policy	**Completed**	**Reviewed**	**Date adopted by Council or comment on failure to adopt**
1	Recruitment and Selection Policy (Affirmative Action)	100% - part of Recruitment and Selection Policy	Currently	May 2013
2	Unemployed Graduate/Interns Policy	100%	Not applicable	June 2014
3	Code of conduct for employees	100%	Not applicable	Adopted from Systems Act
4	Disciplinary Code and Procedures	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
5	Landline Telephone Usage policy	100%	Reviewed	June 2014
6	Employment Equity	100%	Currently	To be submitted to Council for adoption during the November 2015 Council.
7	Grievance Procedure	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
8	HIV and AIDS	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
9	Human Resources Development	100%	Not applicable	May 2013
10	Job Evaluation	100%	Not applicable	October 2012
11	Employee Wellness	100%	Not applicable	June 2012
12	Leave	100%	Currently being reviewed	July 2014

	Name of policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
13	Subsistence and Traveling Policy	100%	Currently being reviewed	June 2012
14	Official transport to attend funerals	100%	Not applicable	July 2014
15	Overtime	100%	Not applicable	May 2015
16	Organisational rights	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular from SALGBC
17	Skills Development	100%	Not applicable	May 2013
18	Smoking	100%	Not applicable	May 2010
19	Scarce Skills	Not Applicable	Not applicable	Looking for best practices and to develop own
20	Work organisation	Not Applicable	Not applicable	Looking for best practices and to develop own

Function of public participation resides mainly in the office of the Speaker. They are sometimes carried by departments or cross-departmental task teams, depending on the nature of the information to be disseminated. An example of this would be, the exercise carried out to obtain public input into the proposal to change the name of the Cacadu District Municipality to Sarah Baartman District Municipality, which was carried out in September 2013

SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES: YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013) Status	YEAR3 (2014) Status	YEAR 4(2015) Status	Comment
Infrastructure Development	To provide support to LMs on planning and implementation of bulk water projects, contributing to the reduction of the backlog to 5% by 2017	Jansenville water source Exploration				**R1m to do 2 boreholes, 1 was fitted from DWAS and 1 zone meters done**
		Jansenville Water Conservation and Demand Management				**Zone meters done (Installation of 18 Water Meters in Jansenville)**
		Municipal Drought Relief (Paterson Rainwater Harvesting)				**In progress, 1000 tanks initially but increased after complaints were lodged**
		LEDI Infrastructure Asses Support (Ndlambe)				**Study for Ndlambe complete**
	Ensure that WSA/WSP function is correctly placed by 2015	WSA/WSP Model Review / Capacity Assesment				**Report done but waiting for council approval**
	To ensure that all transport plans for all LMs are in place and are annually reviewed	Review of the ITP for the District				**This has been done and approved by council**
	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Construction of sidewalks and walkways				**Done**
		Construction of inter-city bus terminals				**In progress, It was delayed due to shortage of budget**
	To provide roads infrastructure from basic service to a higher level in key strategic areas for atleast 10 kms per annum over 5 years	Reitbron Roads and Stormwater - EPWP				**Initial scope done, but not all roads were completed**
		Somerset East Roads and Stormwater				**Completed**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013) Status	YEAR3 (2014) Status	YEAR 4(2015) Status	Comment
Capacity Building and Support to LM's	To support LMs in ensuring that all communities have access to decent sanitation by 2017	Eradication of Buckets - LMs				NURCHA has been appointed as the development agent on behalf of Dept. of Human Settlement to implement Bucket Eradication Programme in Ndlambe, Blue Crane Route, Makana, Sundays River Valley, Ikwezi and BaviaansLocal Municipalities. Funds have been re-allocated to respond to emergency sanitation services in Ikwezi, Kou-kamma and Makana and Blue Crane Route Local Municipalities. The project was withdrawn.
	Development of Capacity Building and	GAMAP/GRAP Assistance to LM's 9 (phase 1)				The project is on target. The district audit findings have been

	Support Programmes for Local Municipalities which include Financial Management and Human Resources Management Support					analysed and presented to the CFO Forum. The project plan has been finalised and the deliverables have been agreed upon with LM's. MOU's have been signed. The service provider has met with all the LM's. Monthly meetings held and progress monitored.
	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	HIV and AIDS Plan (HIV/AIDS Plan implemented through, HCT and TB Campaigns and Household surveys)				Door to Door conducted to create Tuberculosis (TB) and HIV and Aids Awareness at Ikwezi in April 2015. TB Day and Student Dialogues (2 schools) at Ikwezi in April 2015. Local Aids Council (LAC) Induction at Ikwezi in April 2015. LAC Induction at Camdeboo in May 2015. Anti- substance Programme in Camdeboo (Aberdeen and Graff Reinet) in June 2015. Internal HIV Counselling and Testing (HCT) Drive in June 2015. District Aids Council (DAC) Activation Session in June 2015.
	To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Licencing of Solid Waste sites for Koukamma and Camdeboo				The consultant was appointed and has visited the Local Municipalities. The Basic Assessment report has been submitted by the consultant and an item will be submitted to the Mayoral Committee Meeting during April 2014. This project is now complete. This project was completed and the reports were made available to the two Municipalities. The project could achieve aspects of a feasibility study. It should be noted though that the legalization of waste sites will require site formalization; design and construction of a solid waste site. Municipalities are expected to execute the work through MIG Funding.

SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES: YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	
			Status	Status	Status	Comment
Economic Development	Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	SBDM funded: Agri-incubator feasibility study (REDI)	**Done**	**N/A**	**N/A**	**Report submitted and project rollout transferred to CDA**
		Natural Fibre Cluster	**DONE**	**N/A**	**N/A**	**Report submitted and project rollout transferred to CDA**
		Pellet facorry in Rietbron	**Project Disbanded**	**N/A**	**N/A**	**Report submitted and project rollout transferred to CDA**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	
			Status	Status	Status	Comment
	Invest in natural capital to contribute to government's aim of creating 20, 000 'green' jobs by 2020	SBDM funded: Fonteinbos Nature Reserve restoration (REDI)	**Completed**	**N/A**	**N/A**	**Report submitted and project rollout transferred to CDA**
		Nature Reserves				**Report submitted and project rollout transferred to CDA**
		SBDM funded: Waste to energy feasibility studies (REDI)	**Completed**			**Report completed and presented to Council**
		Tourism Infrastructure investment	**On-going**	**On-going**	**On-going**	**The project is currently on its implementation phase**
	Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	SBDM funded: Apiculture industry development (REDI)	**Project Not started**			
		SBDM supported: Pineapple industry beneficiation project, wind farms'coomunity trusts, Eco-Pullets, SRV Citrus Co-op	**On going**		**On going**	**Natural Fibre, Eco-Pullet Project development and supported as District Catalytic Business Venture.**
	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%	SBDM funded: Uzi Wethu; New Beginnings Academy (REDI)				
		SBDM funded: Agricultural mentorship programme (GIZ)	**On-Going**	**On Going**	**On Going**	
	Regenerating at least four core towns as service and economic hubs	SBDM supported: Maths and Science programme (NMMU)				
	Regenerating at least four core towns as service and economic hubs	SBDM funded: SBDM Craft Hub	**Completed**	**Completed**	**Completed**	
		Tourism marketing	**Fully Implemented/ Completed**	**Fully Implemented/ Completed**	**Fully Implemented/ Completed for 2014/15**	**This is a continuous project**
		Support to LTO's	**Fully Implemented/**	**Fully Implemented/ Completed**	**Projects approved for 2015/16 fiscal year**	**This is a continuous**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	
			Status	Status	Status	Comment
			Completed			project
		Destination and sub-branding signage	1st phase completed	2nd On-going	2nd On-going	The project is currently; on implementation phase
		Tourism month activities	Done	Done	Done	Performed in collaboration with Eastern Cape Tourism and Parks
		Tourism month activities	N/A	N/A	N/A	Move to operational budget
		Tourism education and awareness	Fully Implemented/ Completed	Fully Implemented/ Completed	On-going	The project is currently being implemented
		Tourism stats system	On-going	On-going	Fully Implemented/ Completed	The project has been completed
		Formulation of Business case for the DDA	Completed	Completed	Completed	The operations of the CDA are based on its Businesss Rationale
	Regenerating at least four core towns as service and economic hubs	SBDM funded: Local multi-stakeholder partnership development (REDI)	Completed	Completed	Completed	
		SBDM funding: District support team (DST)	On-going	On going	On going	
	Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education and research	SMME support (SMME's & District Cooperatives Development)	On going	On going	On going	R4m invested to date and supported 30 smmes
		SBDM: HEI partnership development (REDI)	On going	On going	On going	Phase 1 – LED capacity bld programme completed "Status Quo report of LED units in 9 LMs. The programme is implemented by NMMU and the centre for development

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	
			Status	Status	Status	Comment
						studies. Phase 2 approved for 2016/17 FY

SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES: YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)	YEAR3 (2014)	YEAR 4(2015)	
			Status	Status	Status	Comment
Community Services	To provide effective firefighting to all LMs in the district by 2017	Standardisation of fire hydrants in the District				Restoration and standardisation of Fire Hydrants in Koukamma, Camdeboo; Blue Crane Route; Sundays River Valley; Ikwezi; and Baviaans
		Construction of Ndlambe Integrated Emergency Response Centre				The project was delayed due to shortfall of funds. Council approved additional funding to the amount of R 4 822 758 at its meeting that was held on 26 November 2014. After several interactions with Ndlambe Municipality, it was decided that SBDM will implement the project. The project was advertised publicly for the services of the contractor on 06 February 2015 and bids closed on 20 February 2015. The project has been awarded, a letter of appointment will be sent to the contractor after objection period elapses (22 July).
		Construction of fire station in BCRM				Construction of Somerset East Fire Station
		Construction of a Community Library in Riebeeck East				This Project was completed In January 2014 and a practical completion certificate was issued. A letter was written to Makana Municipality to takeover the ownership and maintenance of the facility.
		Refurbishing of Community Library in Kirkwood				

Legend

	Completed
	In Progress
	Cancelled/ NeverImplemented

The Sarah Baartman District Municipality has vast land with economic development potential. The plains of the Karoo cover the majority of what could be described as the largest district in the Eastern Cape in terms of land cover. In order to ensure that the interest of the local municipalities are afforded the best support, it is worth ensuring that all the District Municipality employees have the necessary skills and competencies to do so and therefore this is done through offering training and developmental education.

At the current stage, the municipality has sufficient employees for day to day running, but question could be raised as to whether it is enough to offer district support to all of our nine municipalities. It has to be remembered that the District Municipality is to provide capacity building to local municipalities.

The District Municipality is not a Water Services Authority or a Water Services Provider, its role is to coordinate water services development planning for the entire District, upgrading of water infrastructure lobbying for funding. Therefore, majority of its contribution to this service is providing projects for upgrading of infrastructure. The District Municipality however, is in the process of doing a feasibility study to see if these services could not be taken back to the District Municipality in struggling municipalities.

To the entire District, Economic Development is key and therefore its strategies are meant to enhance the potential development opportunities that lie in this beautiful land of Sarah Baartman District. Poverty and unemployment are the biggest issues that face this District, it would be important to ensure that economic growth prioritizes them. The National and Provincial governments have highlighted on many occasions on the potential of the Sarah Baartman District becoming the Economic Development Hub of the Eastern Province. This could be attributed to the extent at which our farming contributes to the provincial and national GDP, the exploration of shale gas and the many wind farms that lie across the district. So big is their importance, that their contribution could provide the much relief to the country's electric crises. A question that we need to ask ourselves is: are we planning correctly to unearth the potential capacity of this district?